

PRINTERS' INK

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City

VOL. XCV

NEW YORK, APRIL 6, 1916

No. 1



OUR MOTTO

WEARIED with night work, many years ago, the senior member of this firm, sitting at his desk in the early morning hours, relieved his feelings by writing on the desk pad

"Everlastingly At It"

Next morning this writing caught the eye of his partner, who proceeded to amend it by prefixing "*Keeping*" and suffixing "*Brings Success.*" Thus was born our house motto

"Keeping Everlastingly At It Brings Success"

—an axiom which has been attributed to various illustrious sources and which has become a part of our nation's inspirational phraseology.

N. W. AYER & SON

ADVERTISING HEADQUARTERS

PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

Federal

Advertising Agency

Announces the election of

FLOYD T. SHORT

Vice President and Director
in charge of its

Chicago office

30 North Michigan Avenue

243 West 39th Street, New York



*"Put it up to men
who know your market"*

PRINTERS' INK

Registered U. S. Patent Office

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The Advertising Wanderlust

An Ever-present Problem with Employer and Employed

By a General Manager

I AM told that the advertising business suffers from the tendency of advertising men to be continually shifting about from one job to another, and, like the Irishman's pig, never standing still long enough to be counted. Having dealt more or less with individual members of the fraternity during the past fifteen or twenty years, I can readily believe it. The news columns of PRINTERS' INK bear me out in concluding that advertising men have an abiding faith in the greenness of the pastures on the other side of the fence. And now the editor of PRINTERS' INK has asked me to tell what, in my opinion, is the cause of so much shifting about, and to suggest a possible remedy. Why he should have picked upon me, I can't imagine, but so far as I have been able to draw any conclusions the advertising fraternity is well come to them.

In the history of the company with which I am identified, we have had just two advertising managers. But there has been a steady procession of assistant managers, copy men, house-organists, dealer-promotion men, and so on. I believe we did keep one chief assistant for two years, and then he left to take an advertising management elsewhere, which he still holds after nine or ten years of service. But he is the exception. The rest of the outfit, so far as I have kept track of them, are still flitting about from bush to bush, never staying very long in any one place. Of course I haven't

made any effort to follow these men up, but every now and again I notice in PRINTERS' INK that So-and-So has resigned as advertising manager of the Tiddledywinks Company to start an "agency of his own," and I recognize a name which once ornamented our advertising department pay-roll. I used to think that the mortality rate in our advertising department was abnormal and outrageous, but I have long since concluded that it wasn't so very much above the average.

What is the reason for such a high mortality rate? Well, if I may be permitted to express myself with brutal frankness, the chief reason is this: the average advertising man is no business man at all—he is only an "advertising man." He never regards himself as an integral part of the business as a whole, and he doesn't regard advertising as a part of business. Advertising to him is a beautifully perfect thing apart—a *Ding an sich*, as the Germans express it. He is forever working on a proposition; instead of working with an organization of which every part must be as delicately adjusted to every other part as the wheels of a watch. In a word, he doesn't understand the functions, nor comprehend the aims, nor enter into the spirit of the organization as a whole.

I am well aware that the advertising man isn't wholly to blame for that state of affairs; perhaps he is very little to blame for it. But we are not attempting to as-

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sess the blame for a condition; we are trying to get at the facts. And I believe that the facts are as I have stated them, irrespective of whose fault it may be.

The average advertising man who has come under my notice is obsessed with an entirely false notion about the nature of the thing he deals with. He imagines that advertising, in the abstract, is a wonderful force. It isn't. Advertising without *something to advertise* just doesn't exist except in pure theory. And unless the advertising does correctly express that something—which is the business in all its various features—it isn't good advertising. No advertising man can be really successful when his knowledge of the business is confined to a list of "talking points," and whose contact with other departments is limited to occasional requests for information. And by the same token, no concern can be successful as an advertiser if it will not give its advertising manager an inside view of its policies. The thing is as broad as it is long.

I have stated in the broadest terms what I believe to be the fundamental difficulty. Advertising men are likely not to appreciate the fact that advertising is subject to the same economic laws which operate in connection with any other form of business enterprise. They are continually trying to pull themselves up by their own boot-straps. The thing they are dealing with is of no value unless it is harnessed to some definite object, yet they are unwilling to spend the necessary time and energy to see that the harness fits at all points. It takes years to become so familiar with a business that your judgment on important questions is reasonably accurate, yet the advertising man wants his judgments accepted without qualification from the moment of his arrival. Too often he is in an organization but not of it.

Now as to specific reasons why advertising men change jobs so often, most of them are included in what I have said above. The advertising man does not fit in the organization. He breaks no bonds

when he leaves for another place. There is nothing to hold him except his salary. He would just as soon advertise shoes as automobiles. And his boss has no special incentive to keep him, for any other stranger would probably be as much a part of the organization—or as little—as he was. The advertising man's roots do not go deep enough into the soil of the business to resist a stiff breeze.

I have said that many advertising men have a false notion as to the value of the thing they are dealing with. That false notion isn't by any means confined to advertising men, however. Business men suffer from it too. "Look at the success Smith has made with the advertising of the Blank Garter Company," they say. "Smith is the man we want to handle *our* advertising." So Smith gets an offer to come and advertise canned soup, or automobiles, or hair-nets, and he jumps at the chance to get \$1,000 raise of salary. But he doesn't bring with him the policies which really were responsible for the success of the Blank Garter Company's advertising. The advertising was only one factor, depending for its effectiveness upon its relationship with other things which were established long before Smith ever saw the company, and which continue unmoved by his absence. The new company gets Smith, puts him in a new environment, surrounds him with business policies which are strange to him—and pretty soon Smith changes jobs again. The business man who is always trying to hire successful advertising men away from other people is a substantial contributor to the record of changing jobs.

STILL THINK THEY ARE HIRING MAGICIANS

Now I don't mean, of course, that business men should never hire advertising talent on that basis. Most advertising managers that are any good are employed by somebody, and must be "hired away," if they are hired at all. But there are too many concerns which regard advertising as something which can be bought like mer-

BOOK

—a new book—a remarkable book—a book that is sure to make some important readjustments in American business—has now come from our press and is ready for immediate delivery.

"Trademark Power"

by Glen Buck

"It is strange indeed that this should be the first and the only effort that has been made to throw any real light upon the very foundation and corner-stone of the whole structure.

"I wish I could suggest some means whereby the entire business and advertising fraternity could be compelled to read and study what you have written. * * * * You have the satisfaction of knowing that you have started the business world upon the right train of thought and action."—Frederic W. Gardner, President of The Buck's Stove & Range Company, St. Louis.

"The advertising world owes the publishers its heartfelt thanks for the first human book on the trademark. * * * * It is one of the most interesting books I have ever read."—Thomas Dreier, Editor of *Printing Art*, Boston.

"The book should be a boon to the large number of American manufacturers who as yet have not given serious thought to the value of trademarks."—Henry R. Towne, Chairman of the Board, The Yale & Towne Manufacturing Company, New York.

Has the American business man been overlooking a big and pregnant opportunity? Here is new light upon a strangely neglected subject—a subject that will have increasing importance in the new struggle for trade. "Straight, clear thinking, interestingly expressed, by a recognized authority."

One Dollar today will secure a copy of the first edition—12 mo., generously illustrated, bound in full cloth and stamped in gold. Or we will send it with bill on order. Not for sale at bookstores. Can be secured only from us. Order a *first edition* copy of this remarkable and needed book—today.

Munroe & Southworth, Publishers

1322 Wabash Avenue

Chicago

chandise—by the yard or the pound—simply by hiring the man who apparently has got it for sale. They expect him to evolve it out of his inner consciousness automatically and instantaneously, and if he doesn't accomplish that feat without any training whatever in the particular business they are ready to fire him and hire another medicine-man. Some of our manufacturers right here in this town have grown very angry when I have told them that they didn't want an advertising man at all—they really were expecting to get a magician. It is true, however, in spite of their resentment, and some of them are still going on expecting men to produce rabbits out of empty silk hats without a moment's preparation.

Another thing which I think is responsible for part of the wanderlust which advertising men display is an inflated notion of the market value of advertising talent. I think the advertising fraternity is afflicted with a most unfortunate tendency to gossip idly about other men's salaries. Personally, I don't think I ever met an advertising man who would own up to receiving less than \$5,000 a year, though some of them have been glad to accept a real job with a tangible \$40 per week attached to it. Then they would go down to the Advertisers' Club and pervade the atmosphere to such an extent that by and by I would hear in a roundabout fashion that So-and-So's job was worth \$7,500 a year. I don't think advertising men are given to lying about their salaries. I don't think the fellow who draws the salary ever says much of anything about it in specific terms. He simply lets the rest of the bunch chatter. If he is credited with a \$10,000 income, far be it from him to dissolve the spell. But by and by, if the idle talk keeps up long enough, he begins to feel that he ought to be getting ten thousand a year. He accepts the fictitious valuation of the ad club grill-room, and first you know he is discontented and ready to throw up his job on slight provocation.

Of course there are advertising

managers who are worth \$10,000 a year and upwards. But they are men of broad *business* experience, whose judgment has been proved sound, and whose advice is valued in the counsels of the management. It is not uncommon to find such men on the board of directors. Sometimes they are officers of the company, whose special province it is to look after the sales and distribution of the goods. But their abilities do not stop there. They are quite capable of advising upon problems of manufacture and of finance. That is the reason why they are worth ten thousand a year. They are able to make the advertising harmonize with all the other factors in the business, because they are primarily business men. They know the real market value of their services too well to be deceived by idle gossip, or by extravagant offers from other concerns.

IS IT THE EXCEPTIONAL MAN WHO
COULD RESIST THIS?

I know one man of that calibre in Chicago who received an offer from a concern in an entirely different line of business which represented an increase of almost 100 per cent over his already liberal salary. He refused it on the ground that he was perfectly satisfied with his present connection. But privately he declared that it was an insult to his intelligence. "It would take me five years," he said, "to learn enough about the business to be worth that salary. The management either does not know its own business, or thinks that I don't know mine. In either case I do not want to work under such conditions."

On the other hand, I know an advertising man who was master of an extraordinarily brilliant style of writing. He had half a dozen jobs in the course of a few years, each of which represented a substantial increase in salary. But he never stayed long enough in any one place to become thoroughly familiar with the business as a business. When he reached his limit at around \$20,000 a year (rumor had it anywhere

COLORED COVERS FOR NEEDLECRAFT

In order to increase the efficiency of our service to advertisers, we are installing a complete and thoroughly up-to-date equipment for color-printing.

Beginning with *October, 1916, issue*, NEEDLECRAFT covers will be printed in colors.

Applications for cover positions will be considered in order received.

Rates furnished on request.

One Million Circulation Guaranteed

NEEDLECRAFT PUB. CO.

WILL C. IZOR, Advertising Manager

1 MADISON AVENUE, NEW YORK CITY

ROBERT B. JOHNSTON, Western Manager
Peoples Gas Building, Chicago, Ill.

Member of Audit Bureau of Circulations.

from \$50,000 to \$100,000) he had the temperament of a prima donna and an entirely false notion of the importance of mere copy. Because he knew nothing of fundamental business principles he could not judge the value of his own ideas, and he had no source of inspiration outside of his own consciousness. As a result he quickly "wrote himself out." He is at one extreme and my Chicago friend is at the other.

As for suggesting a remedy, I have already outlined what I think the remedy involves. The advertising manager who makes of himself a thorough-going business man is not likely to have much temptation to change about. And it is largely up to the individual whether he becomes a business man or remains merely an "advertising man." If he is content to revolve in his own little orbit, touching other departments of the business only so far as is necessary, he will not get very far. But if he earnestly attempts to win the confidence of the management and to throw himself into the real spirit of the organization, he will find few doors closed to him. If they remain closed to him after he has done his part, he is in the wrong place, and *ought* to change.

Enjoins Misrepresentation of Goods in Jobber's Catalogue

The Oneida Community was granted a permanent injunction, March 22, against the Peck & Mack Company, hardware jobber, New York, restraining the latter concern from advertising the game traps of other manufacturers in such a way that the ordinary buyer would think them to be Oneida Community traps.

It was shown that in several recent issues of Peck & Mack's catalogue game traps not manufactured by the Oneida Community were catalogued in such a way that they appeared to the ordinary reader as Oneida traps sold at cut prices, also orders calling for Victor and Jump Traps were filled by this firm with traps not manufactured by the Oneida Community.

Burnett's Gins Go to Picard

The account of Sir Robert Burnett & Co., distillers of Burnett's London Dry and Old Tom gins, has been placed with Picard & Co., Inc., New York City. Newspapers and street-cars will be used and a little later class magazines will be added to the campaign.

Martin V. Kelley and Bromfield-Field Merger

It was announced on Monday of this week that on June 1 the Bromfield & Field advertising agency will be merged with the Martin V. Kelley Company, Toledo, and the new organization will be known as the Martin V. Kelley Company, with offices in New York and Toledo.

P. B. Bromfield, of Bromfield & Field, will continue in the agency business under his own name, retaining some of his personal accounts, among them Burpee's seeds.

The officers of the new agency will be Martin V. Kelley, president; Russell A. Field, vice-president, and Ralph E. Keller, treasurer. Mr. Keller, who has been associated with Mr. Kelley, will remain as Western manager in Toledo. The New York organization will be considerably increased and it is expected that the new combination will handle in the neighborhood of \$4,000,000 business the first year.

Mr. Kelley was formerly of the MacManus-Kelley Company, Toledo, and later with Charles H. Fuller. He secured the Overland account four years ago and instituted the strong color advertising of the Overland car in women's publications. Some of his accounts have been, in addition to the Overland car and the Willys-Knight car, the following: Stewart speedometer; Stewart phonograph; Milburn Electric car; Champion spark plugs. Some leading accounts of the Bromfield & Field agency are Fisk tires; Burpee seeds; Ajax tires; Centemeri gloves; Mercer automobiles; Fiat automobiles, and Buick in the New York district.

Batten Company Observes 25th Anniversary

The George Batten Company, New York advertising agency, observed its twenty-fifth anniversary March 30, with a dinner and dance at the Waldorf-Astoria. Frank H. Little, second vice-president of the company, presided and addresses were made by President Batten, Vice-President Johns, F. R. Feland, William J. Boardman and Charles J. Babcock.

A "melodrama in two acts," entitled, "Beautiful White Space," was enacted during the evening by executives and other members of the organization.

Tourist Agency Appoints Advertising Manager

The Raymond & Whitcomb Company, tourist agency, has appointed William T. Pickering advertising manager, with headquarters at Boston.

Cheltenham Has American Chiclé Account

The advertising of the American Chiclé Company is now being handled by the Cheltenham Advertising Agency, New York.

New Slants

SOLOMON SAID that there is nothing new under the sun. And Solomon was right, as usual.

However, this is also true: The old, old stories of merchandising appeal have in them all latent sparks of human *news* interest.

Nichols-Finn stand for the unusual—when it is constructively unusual.

We realize and capitalize the importance of *new slants*—fresh perspectives—in Merchandising and Advertising plans.

It means catching the attention of the jaded public—whetting its appetite—following the lead with solid salesmanship.

What would you think of applying some new slants to the promotion of your business through the co-operative, creative service that we offer?

Let us prove to you what we have accomplished by applying somewhat-different methods to important national campaigns.

Write for Joseph H. Finn's Book, "*Bigger, Better Business*"

NICHOLS - FINN ADVERTISING COMPANY

220 South State St.
Chicago



200 Fifth Avenue
New York

Gauging the Business to Fit the Passing Show

A Retail Shop That Has Extended Its Scope Through a Life-long Study of Daily Events

KEEPING an ear to the ground to detect the trend of human tastes is a policy that has spelled success for more than one concern. The converse is equally a lamentable truth in recording the decline of many another.

It is this quick sense to grasp the spirit of the passing show that forms the background of the growth of Joseph P. McHugh & Son, house-furnishers and interior decorators, from a retail concern with a single shop in New York City, to a business practically international in scope. To-day, largely because of a life-long policy of careful watchfulness to capitalize the suggestions of daily events and the development of

A search into the reasons for their growth reveals a certain tendency in the head of the house that probably forms the true explanation. That is a readiness for what we call "taking a chance," and again, what almost amounts to a sixth sense in appreciating what a certain good percentage of the buying public is really craving for, and which other dealers and manufacturers tend to discard as not being in sufficient demand. An example of this insight and ability always to keep just a step ahead of the average public sense of the artistic in home furnishings will best make clear this point.

Last September a man brought



An all year home at Hartsdale in which MCHUGHWILLOW FURNITURE and our MADE GASCAR RUGS combine to make a comfortable and interesting environment. Many new models have recently been put on display in addition to the good old types that are always popular. For Town & Country houses we have also

many quaint & pleasing papers & fabrics & we invite you to visit our unconventional shop

JOSEPH P. MCHUGH & SON

Original Designers & Actual Makers -

9 West 42nd Street - Established 1878 - New York

ULTRA-MODERN COPY BASED ON READY-MADE SETTINGS

popular tastes, combined with good business sense and continuous advertising, they have extended the scope of their influence and their clientele wherever the mails penetrate. Yet they still maintain but one comparatively small retail store, besides a factory in New York.

into Mr. McHugh's office some unusual-looking pieces which, as he tells it, the man offered for sale as rugs.

"To me," he said, "they looked like pictures, and somehow, although the colors were crude, I seemed to see the hand of one designer running through the six-



11 EAST 36TH STREET
NEW YORK

C. V. McGUIRE,
*formerly Advertising
Manager of the
Oldsmobile, The
Paige-Detroit and
the Lozier Cars is
now a member of the
CHELTENHAM
Advertising Agency*

teen compositions. Having bought them, I started to trace the origin of the rugs. The people who invoiced the pieces simply said that they were done in Labrador, and had been sent to this city for sale; that the collection of sixteen designs had been shown to several of the large dealers who saw nothing of interest or commercial utility in the lot.

"Offering the rugs for sale, I found ready appreciation for them

among people of taste and culture, and someone said that they looked like the work done under the direction of Dr. Wilfrid T. Grenfell in Labrador. On communicating with the International Grenfell Association and purchasing some

numbers of their magazine, 'Among the Deep Sea Fishers,' I could find nothing among their illustrations pointing to these picture-rugs. In one of the magazines, however, I noticed a letter from Dr. Grenfell, headed by his pen-drawing of a man in a sledge drawn by dogs. From certain details I could easily imagine that the man who had made the pen-sketch had designed the rugs.

"The day before he left for France to take charge of the Harvard Hospital Unit at the front, Dr. Grenfell called to see me, and, in reply to my inquiry, stated that he had sketched out all the original cartoons for the rug-makers, and that the work itself had been executed under the personal superintendence and direction of his wife.

"Since September I have purchased practically everything produced on the Labrador Coast in the way of these picture-rugs. As communication is now cut off by the ice, nothing further can come out until June, and then only in limited quantity, as the capacity of the workers is not large.

"The original collection, repre-

senting the sixteen designs, I am holding intact because I consider it valuable from an industrial art standpoint. To protect Dr. Grenfell's interests and prevent manufacturers from reproducing the designs in a debased form, I have copyrighted the entire series."

This incident is cited for several reasons. In the first place it serves to show the quick sense of the man to appreciate something new to strike the fancy of that

portion of the buying public which we may call the country and suburban home populace; whether or not this class actually lives there, the point is, they have tastes that this description seems best to fit. Where other dealers had re-

fused these rugs, he caught the gleam and found a ready market.

Again, the purchase of these rugs reveals almost what the newspaper folks call "the news-sense"—a positive genius for publicity. Not content with buying them, on a chance as it were, and offering them for sale, Mr. McHugh set out to delve for their origin, sensing possibilities for talking points and advertising copy. Behold, then, these odd-looking and quaintly figured rag-rugs are the work of that far-famed little colony of fisherfolk in Labrador, internationally famous through the quiet, unceasing missionary work of Dr. Grenfell.

Who is there that has never read in magazines and newspapers of this medical missionary and his work? Then figure for yourself the business value of being the sole distributor of the colony's rag-rugs, and being able to say: "Yes, these are the rugs that Dr. Grenfell's people make."

And finally, where the good-hearted Doctor might have found himself the prey of the design-pirate, swiftly the business man

(Continued on page 17)

By Clipper Ship W. J. Rotch.

JOSEPH P. McHUGH & CO.

have received their season's direct
importation of personally selected

CANTON CANE FURNITURE

in

EASY SHAPES FOR SUMMER COMFORT.

Early Inspection is Cordially Invited.

AT THE SIGN OF
"THE POPULAR SHOP." | 424 ST. W.
AT 5th AVE.
(Trademark Registered.)

COPY RUN WHEN SOUTH STREET WAS A
FOREST OF MASTS

The Brooklyn Standard Union maintains a flat rate of 15 cents.

This rate is absolutely "flat" to National advertisers and Local advertisers, including Department Stores.

And at 15 cents this is the cheapest and best advertising in Brooklyn.

Hearst's will announce a new rate card effective June 1, 1916

The present card became effective October 1, 1915.

At that time Hearst's actual circulation was 495,287 and the card was based on a guaranteed circulation of 350,000 copies.

The print order for April Hearst's was 610,798 copies.

The new card will be based on a guaranteed circulation of 450,000, which will give an actual excess at the time the card becomes effective of at least 150,000 copies.

No general magazine has made such great circulation strides in the past year as has Hearst's.

This circulation has not come to us through any production by subscription agencies at bargain prices.

It has not come to us through any forced circulation scheme.

For the most part it has been a voluntary demand at the news-stands.

On the other hand our direct circulation has more than doubled over the same month a year ago.

Not only has Hearst's shown remarkable circulation growth, but it has concentrated this growth in those sections of the country where it can serve most general advertisers to their profit.

Hearst's can prove its economic advantage to the advertiser by showing a greater quantity of good circulation properly secured and properly concentrated, at a lower price per thousand circulation than is offered by any other magazine of general circulation.

Forms for June issue close May 1st

Hearst's Magazine

119 West 40th Street
New York City

1024 Hearst Building
Chicago, Ills.

Member Audit Bureau of Circulations

Today's Brass Tacks Talks

"Mail order advertising must attract attention, arouse interest, create buying impulse, and get the orders, all in one piece of copy," says Mr. Beardsley in *Printers' Ink* of March 23rd. "No copy in the world receives the acid test that is applied to mail order copy every day and every hour."

Mr. Beardsley is vice president of The Charles William Stores, who have used many thousands of dollars' worth of advertising in Today's during the past two years, because Today's gives them a responsive audience for their well-planned copy.

Frank W. Nye
Advertising Director

Charles William Stores, New York

McHugh set about getting the designs copyrighted. In this he claims no especial spirit of altruism. He frankly admits that it was purely a business proposition to protect himself as well. Consider the insight that runs through this little drama, and you get the cue that spells the growth of the business.

Mr. McHugh was one of the pioneers in the designing and making of so-called arts and crafts furniture and home furnishings. In 1880 he opened a shop in Sixth avenue, where he sold upholstery supplies and made shades. Thus he acquired gradually a knowledge of the furniture trade, began to pick up ideas on interior arrangement, and next he added wall-papers and then some furniture to his stock.

In his growing capacity as an interior-decorative specialist he began to search the world for new ideas in furniture designs, odd pieces of bric-à-brac and chinaware, or new thoughts in draperies and upholstery. As his clientèle grew, his sense of what the cultured classes will appreciate developed until he was able to discard the attitude of the man who just follows along with the tide of popular tastes, and could on his own initiative seize or develop new ideas with the comfortable assurance of a man who is in a position to direct rather than be directed.

In 1893 it was that he hit upon the line for which his business is now best known, and which lifted him from the ranks of a local retailer to a manufacturer with national distribution, although in fact it is but a part of his business. That was willow furniture. The way he got into making this was almost an accident. According to Mr. McHugh, prior to '93 such furniture of the type now known as willow as there was consisted of reed and Chinese cane. Such as was offered for sale was practically all imported. A cus-

tomor of his, a downtown banker, suggested that Mr. McHugh import some of the Chinese cane furniture, and through the banker's branch house in Hong-Kong an order for 1,000 pieces of Canton cane furniture was placed. This consignment crossed the several intervening oceans jammed in the 'tween-decks section of a clipper ship, and scarcely a piece arrived intact. In addition to the freight and duty costs, he had to pay about 25 per cent of the purchase cost to get the shipment repaired.

Joseph P. McHugh & Co.

3 West Forty-second Street,

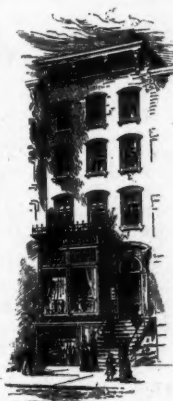
FIRST HOUSE FROM FIFTH AVENUE.
NEW YORK.

Upholstery and Decorations,

ART FURNITURE,
WALL PAPERS,

Curtains and Upholstery Goods,
WINDOW SHADES,
ETC., ETC.

Centrally and conveniently located
BETWEEN
GRAND CENTRAL & WEST SHORE DEPOTS.



RECALLING THE DARK AGES OF ADVERTISING
TYPOGRAPHY

The firm found a ready market for this furniture, however, and decided to experiment in making it at home. It took as models the skeletons of upholstered chairs and got a young artist to sketch out several designs, in place of the frames substituting stakes and filling in the body with various designs in latticed willow withes. It then took these sketches to some of the little basket-weavers' shops in the city, where were made reed bird-cages, baskets, etc., and had them work out the sketches.

The results more than satisfied the designers, and in two years

they had developed between 25 and 30 models that found a ready market. To-day they have in the neighborhood of a thousand models, and are constantly making changes in old models or developing new ideas. The business to-day is practically on an order basis, only sample stocks being kept on hand, as the demand is ever equal to the supply, and it would be impossible to keep on hand a full stock of this great variety of models.

The first advertisements were small-type ones, about an inch in depth, in New York evening newspapers, with occasional larger space in some woman's or a decorator's magazine. To-day Mr. McHugh is a national advertiser in from 25 to 30 publications. Besides this he advertises in newspapers at certain seasons, such as holidays, Easter, etc., or when some great public event attracts visitors to New York.

At the approach of the summer season his advertising grows, to attract the summer country residents, the yachting folk, etc. In the middle of summer, when advertising runs comparatively light, he is to be found in the newspapers, not only because the nature of his products are especially a summer proposition, but because he figures that he gets comparatively isolated positions then.

His earlier advertisements, when illustrated, showed line drawings of his wares. Latterly he has been using half-tone engravings, showing various interior arrangements, with appropriate hangings, furniture, etc., posed by himself and by his son, James Slater McHugh, who is now a member of the firm, having been educated especially to take over the interior decorating direction of the business. By these half-tone interiors displaying their furniture they now consider that they have a national showroom.

Some of his early agency connections were with Herbert Booth King & Bro., Pettingill & Co. and the Homer W. Hedge Co. Among the earliest national mediums used were the old *Home Journal* of Morris Phillips, now *Town &*

Country, and the *Vogue* of Arthur Turnure.

The majority of his advertising, however, has been turned out in his own shop, where his designers sketched the drawings. Now much of the illustrative copy is composed of photographs of characteristic arrangements of willow furniture, hangings, etc., in homes that they have supplied. The type matter is handlettered in by his own draughtsmen. From the original line drawings there developed one of the most significant and important features of his business; one which has enabled him to expand beyond purely local bounds, and which has reduced the necessity of extensive stocks, showrooms and samples. That is what he calls his "group sheets."

The pen sketches were at first arranged more or less stiffly, the various pieces of furniture having no setting or arrangement. As mail orders came in, inquiries for other styles were made. Gradually the scheme suggested itself and was developed, to group the various styles in suggestive settings and mail them out in answer to inquiries. In this way the mail-order business was developed. To-day the firm receives an average of 150 inquiries weekly, either from the national advertising, or from persons who have heard of the house from friends. To these inquirers a package of 50 of the group sheets are mailed. Every single article is lettered in diagram and priced, and each group as well as each piece has a name. Except in cases where estimates are requested no other follow-up is sent. After a certain period, if no word is heard in reply to the estimates sent out, a letter is dispatched asking whether the estimates have been received, but that is all.

FIELDS THE ADVERTISING SEEKS

Some of the advertising is directed into special fields with some unusual particular ends in view. For example, Mr. McHugh is a regular advertiser in some of the army and navy journals. The rea-



Pointing the way to a new market for the Maker of things Electrical

"When you solicited our advertising last year we gave you a contract with considerable reluctance as we had considered POWER an exclusive steam publication. However, after using three covers and only two pages of inside space, the returns secured were so gratifying that we are giving POWER a schedule of twenty pages this year."

ECONOMY FUSE & MFG. Co.
Chicago, Ill.
March 6, 1916.



POWER

One of the five Hill Engineering Weeklies published at 10th Ave. and 30th St., N. Y. City. The others are *The Engineering and Mining Journal*, *American Machinist*, *Engineering News* and *Coal Age*. All members of the A. B. C.



Color

From now on The Farm Journal is ready to accept complete color inserts, of four pages or more—the new rate card gives details.

Those who make rugs, furnish woodwork for homes, manufacture automobiles, or wish to reproduce trademarks, etc., are invited to consider the buying power of over 1,000,000 farm families. June Farm Journal closes May 5th.

son for this is that he enjoys an extended patronage from this class, and the explanation is as simple as it is illuminating. Army folks are a very mobile population, shifting continually from post to post as departmental orders decree; now to the Philippines, again to New England, and back again to the Pacific Coast. In moving their Lares and Penates they are charged for shipping by weight. As willow furniture is proportionately very light, it represents a considerable saving in transfer costs during these periodical peregrinations. Moreover, army life is more or less an outdoor mode of living, into which the willow type of furniture seems naturally to fit.

As has been mentioned, Mr. McHugh has around a thousand different models, all of which have names. While several pieces may come under a group name, nevertheless new models are being designed constantly, and to devise new names requires an ingenuity almost equivalent to that of the lady of legend who baptizes the Pullman company's rolling stock.

It is here that his publicity bump comes in strong. A day's news item may suggest a title, or the name of a town stamped on an incoming letter. For example, one is known as the Presbry Chair. Back in 1896 Mr. McHugh went into a London shop and was shown a chair with a low back. The framework was draped with mats of rushes made by Orkney Island fishermen. He liked the design and brought it back with him.

At that time he was doing a good deal of designing for stage settings. Annie Russell, the actress and a friend of Mr. McHugh, wanted a chair for a certain scene; the kind of chair that would set off her dainty prettiness. He took the new rush-lined, low-back chair which he had brought from London, and had a model worked up in willow which was used in the scene for which Miss Russell wanted it. As her name in private life was Mrs. Eugene Presbry, that name was chosen for the chair.

Again there is the Wells College Swing, a swinging willow couch. This title was suggested by one of its original purchasers, Miss Frances Folsom, later Mrs. Grover Cleveland. One of these swings was used in the White House when Cleveland was President, and not wishing to name it after Mrs. Cleveland for obvious reasons he called it after her college.

THE MAINTENANCE OF PRICES

Perhaps the most staple feature of the concern's products is the Bar Harbor chair. 'Way back in '93 this was one of the first willow models to be made and advertised, and to-day it is still one of the most popular features of the line; practically a staple. Its price, then, as to-day, was five dollars. Naturally it is the first mark of the price-cutter. But Mr. McHugh is no lover of legal prosecutions; he believes softer methods are more effective and leave no rankling memories. He tells this story of how one sinner was brought back to the price-maintenance fold:

"Out in Duluth last summer a department store advertised a Bar Harbor chair, for one week only, for \$2.50. I got wind of it through a press-clipping bureau to which I subscribe. I decided to stop such practices without recourse to law unless necessary. I wrote immediately to the man, stated that the name 'Bar Harbor' was my copyright, that the chair design was also copyrighted, and could not be produced in my shop for the price at which he was offering it. In the interests of fair advertising, I asked him to stop it. At the same time I sent a copy each of the letter, the drawings, and the documents establishing my copyrights, to the Federation of Labor, the Associated Advertising Clubs, and to the newspaper in which the advertisement had appeared. They in turn all wrote to the man in the same vein, and the sale stopped. This method has worked well in other cases, too. Just put it up squarely to the American business man is my remedy."

The nose for news is carried as much into the search for new effects and new ideas in furnishing as it is in the advertising. In fact, the advertising follows in the trail of what the shops develop. Anything that promises to be a popular success is at once protected by patents or copyrights.

Last year Mr. McHugh started the vogue, or renaissance, for Dolly Varden fabrics, Dolly Varden furniture, Dolly Varden chintzes and cretonnes, Dolly Varden everything. And whenever anybody so much as omitted to give him credit for originating the movement, he received a polite note stating that possibly he had overlooked the fact that McHugh & Son had registered the name. "If you get the jump on the other fellow, it's good business to let the public know you did."

Here's another sample of his business-creating methods; last summer he started a branch shop in the Casino at Narragansett Pier in charge of Talbot Hanan, son of the shoe man. The business man and the society light put their heads together and initiated "the black and white ball" that received country-wide publicity. All the art fabrics and decorations at the ball, of course, were furnished by the McHugh Shop.

"One of the best ways I have of getting ideas is to call in some newspaper reporters when I have something new, and then listen to their comments. They have the point of view of the man on the street that I want to get in my advertising and selling methods. Some of their chance suggestions or remarks have been very valuable to me."

Last fall an army and navy club wrote to him asking for some

new kind of holder for its reading-room. On entering his designing-room, which is behung with odds and ends picked up here and there on the chance that they may some day give a useful suggestion,

he spied some old sabres on the wall. This gave him the cue. He had a long willow wand split in halves, fitted it with a replica of a sword handle, clasped the end with a sliding encircling band, and had his holder.

When the President and Mrs. Galt, now Mrs. Wilson, were in New York following the annual Army-Navy football game last fall, Mr. McHugh sent up a pair of these holders, just completed, to the President at Col. House's residence in New York. He received a pleasant personal note from Mr. Wilson in reply. While he doesn't use this letter, news of this sort spreads and spreads.

An intimate touch with topics of the day again served him a good turn. About three years ago there appeared in a New York paper a story about the Pineys, a colony living in nearly as primitive a state as could be imagined in these days, in the pine belt of New Jersey, just back of the sea, near Lakewood. Here intermarriage and polygamy have flourished for generations until the moral and mental state of the Pineys was about as far down the scale as they could go. The State only comparatively recently started to try to improve the condition of this cracker tribe, under the direction of Dr. Bostwick. Late last year he came to Mr. McHugh and said:

"I see you're advertising some of Dr. Grenfell's rugs. Would you be interested in some of the work in rugs done by my poor people?"

JOSEPH P. MCHUGH & SON

have issued to manufacturers of Willow Furniture a copyright notice covering their original details as applied in the McHughwillow Furniture

A--to Chairs, Couches, Settees, etc. (The straight line base and the peg legs). B--to Tables, Tea Carts, Desks, etc. (The t-wooded decks, fish guard rails and peg legs.)

Copyrighted illustrations have been sent with the notice and the trade is cautioned against any purchase of pieces carrying these copyrighted constructive features.

9 West 42nd St. New York. November 12, 1915

TRADE COPY TO WARD OFF INFRINGEMENT

Another Figure With A Meaning

52.9% Increase in News-stand Sales

in the first quarter of 1916 over the
same period of last year.

Why? Because of the growing
prevalence of opinions like this:—

“Keep Collier's coming! These
are times when we need such
courage and inspiration as your
weekly affords.”

—Dr. L. A. BOLLING, Attica, Md.

Collier's ^{5¢ a copy}
THE NATIONAL WEEKLY

202 inquiries in 3 days from
a classified ad in Collier's!
The publication ranking
second produced 31 replies.

Read “A GREAT EDITOR'S
METHODS,” by CHARLES
PHELPS CUSHING, in your
April 8th Collier's.

The Paper Situation

For several years we have repeatedly pointed out in our advertising the advantages of buying your paper requirements through a dependable, well-informed house, able at all times to give you trustworthy information about paper.

The value of this suggestion is now being demonstrated. With the paper market in its present unsettled condition, the advertiser or printer who has established dependable paper connections has good reason to congratulate himself.

For our part we have been able to take care of our customers unusually well, considering the difficulty of securing many necessary raw materials. Our vast manufacturing facilities, our nation-wide staff of paper experts and above all our intimate knowledge of the sources of supply, has once more stood Birmingham & Seaman customers in good stead.

BERMINGHAM & SEAMAN COMPANY

*Radium Folding Enamel—Samson Offset—
Opacity—Crystal Enamel—Advance Bond—Elite
Enamel—Bulking Eggshell—and other papers.*

Chicago :: New York

St. Louis

Minneapolis

Milwaukee

Buffalo

Detroit

Mr. McHugh said he'd be glad to look at them. It seems that, to regenerate the Pineys, Dr. Bostwick had got them started in making rugs by means of hooking strips of woolen through gunny sacking. The designs of the rugs are drawn by the Pineys from their home surroundings; cranberry plants from their bogs, pine cones and azalea blossoms. In this way the Pineys are enabled to earn about six dollars a week. Mr. McHugh saw the possibilities of the rugs, and thus the poor Pineys found an outlet for their wares, and Mr. McHugh the something new for which he is ever looking. Again he disclaims any credit for charity; it's a pure business proposition with him.

Mr. McHugh has certainly had a "peculiar business"—one that "was different." Instead of thinking that was a handicap, however, he regarded it as an asset. His problem was to have something to advertise, and so he created the goods to meet the advertising specifications. Or perhaps his case is better stated thus: being "sold" on advertising to begin with he applied advertising sense to the creation of his product. Instead, therefore, of still having a shop, with only a local patronage, as might another man, his viewpoint enabled him to lay tribute to the endless demands of the national market. A difference that shows the astonishing power of a viewpoint.

National Vigilance Committee After Auto Tire Frauds

The National Vigilance Committee of the Associated Advertising Clubs of the World is co-operating with the legislative committee of the American Automobile Association in a campaign against fraudulent automobile owners' leagues, which advertise standard tires and accessories below dealers' prices. Most of these fake leagues advertise through catalogues and circulars in which they insert a hidden clause which says standard accessories will be furnished "when in stock."

A "membership fee" of \$10 a year is usually collected from victims in addition to the prices charged for the goods, which, needless to relate, are unworthy substitutes. Evidence is being submitted this week to the solicitor for the Post Office Department, and a fraud order is asked for.

Dallas Architects in Extended Campaign

The Dallas, Texas, Society of Architects has inaugurated an advertising campaign in the local newspapers which it is planned to continue through the year. The copy appears once a week, in Sunday editions, and is eight inches deep across two columns. Thus far the aim of the advertising has been to ac-



Hints to Prospective Home Builders

II.

A well-planned modern home is like a machine, perfect when all parts work together systematically and competently.

To produce such a home one must have a working-knowledge of all the parts and their relation to one another. This involves a practical knowledge of brick, concrete, masonry, lumber, painting and decorating, plastering, plumbing, heating, wiring and electric fixtures, tile, mantels, hardware, sheet metal, roofing, etc.

Each of these parts of a modern home has its special problems and is a life work in itself. But it is not sufficient to master one part. A mason or painter might be expert in his line, and yet be unable to be capable of designing or erecting a home.

A practical knowledge of all the parts of a modern home, together with a knowledge of drafting, construction, planning and designing, is necessary to produce satisfactory results, and a competent architect alone possesses this knowledge and skill, and he alone is capable of correlating the parts and working them together in a successful modern home.

Employ a professional architect direct, and co-operate with him in the planning, designing and erecting of your home. It is the best investment you make in your home, as it saves you money, time and trouble and gives you permanent value and lasting satisfaction.

DALLAS SOCIETY OF ARCHITECTS.

quaint prospective home-builders with the benefits accruing from the employment of a competent architect.

This educational campaign is to be attributed, in part at least, to an effort made a year ago to have the Dallas Builders' Exchange, Dallas Material Men's Association and Dallas Society of Architects join in a "Build-It-Now" campaign. The two first-named organizations were favorable to the plan, but the architects felt that it would not be ethical for them to join.

John L. Brummett with Hen- rici Company

John L. Brummett, formerly advertising manager for McLean, Black & Co., Inc., Boston, has recently joined the Henrici Laundry Machinery Company, with factory and offices in Boston, as manager of sales and advertising.

Arnold W. Rosenthal, for the past three years in charge of the local advertising and catalogue work of Jos. DeRoy & Sons, Pittsburgh, has opened an advertising office of his own in that city.

An Informal Agreement That Helps Lessen Substitution

The "Certified Painters" of the Keystone Varnish Company Are Put Upon Record with Good Results

THE term "Certified Painter" is given much prominence in the current copy of the Keystone Varnish Company, of Brooklyn. The company is featuring its new product, Zinolin, in thirty-three national publications. In all of the advertisements appears a well-displayed paragraph, usually reading something like this:

"CERTIFIED PAINTERS"

"We have arranged with dependable painters in nearly every town who will not substitute other paints when you ask for Zinolin or Keystona, and who know just how to apply them. We will gladly give you the name of our Certified Painter in your town, if we have one, or will communicate with your painter if you send us his name."

What in the world is a Certified Painter anyway? Hugh M. Smith, who has charge of the Keystone advertising, was asked to explain the meaning of the term. "Any good painter," he said, "who agrees to use our products when they are called for and *who promises not to substitute* is a Certified Painter. All of our advertising and a great deal of our merchandising hinges on this fact. To show this clearly, I must explain what we are up against in marketing Zinolin. It is really not a paint, but a paint pigment, or in other words an ingredient to be used in mixing outside paint. It is a zinc oxide, treated by a special process, and is intended as a substitute for lead, which for centuries has been the chief ingredient of paint. The painter is likely to be a man of intense prejudices. He is set in his ways. He knows his trade and he resents having anyone tell him anything about it. Under the circumstances it can be imagined what a time we are having in getting painters to use such a revolution-

ary product as Zinolin. In trying to do so we are running counter to his habits of a lifetime, and perhaps to beliefs inherited from generations of painter ancestors.

"Zinolin will be used mostly by painters. Therefore, consumer inquiries are really valueless to us, except that they give us an opportunity to work on the painter.

Note This ad appears only once in this publication. Cut it out NOW! Save it! Even if you do not intend to paint this season, some day you will, and you'll be glad to have this to refer to when making your plans.

Vital to House Owners

Special Offer

The LEAFLET is yours for the asking. Write for it. Inform yourself about Zinolin, the "Wonder Paint," before you paint. Learn why Zinolin saves you money—why its brilliant finish lasts indefinitely, making your building always look new! Painted. Keep only family process books—only its shining references cannot be duplicated in any other paint—only its value comes from its name. How often do you see other names and good. Show them Zinolin. It will give the history. Then you'll realize fully why you should use it.

ZINOLIN
"Arnold-ized" zinc paint

CERTIFIED PAINTERS. We have arranged with the best painters in nearly every town who will not substitute other paints when you ask for Zinolin or Keystona, and who know just how to apply them. We will gladly give you the name of our Certified Painter in your town, if we have one, or will communicate with your painter if you send us his name.

KEYSTONA— member of our products. From all the houses, streets, and the business districts. The best material, made in the United States, and the best material, made in the United States.

Keystone Varnish Company
1800 Keystona Building Brooklyn, N. Y.

THIS ADVERTISEMENT TO HOUSE OWNERS ACTED AS A LEVER UPON THE PAINTERS

The average house owner will not buy nor use Zinolin, but we must interest him in it to the extent that he will want to have his painter use it. While consumer interest seems to be of great value and we admit that it is necessary in selling our new product, it would do us little good without the co-operation of the man who usually applies the paint. Gener-

ally speaking, the painter's word is law, and he can substitute whenever he wants to. We found it necessary to devise some plan that would overcome the prejudices of the painter and put him on our side. Finally we hit upon the idea of the Certified Painter. It has made an excellent talking point, and has given us a definite offer to make that seems to be taking hold."

The form of agreement is very simple. It is merely nothing more than a promise, and is not in any way binding, except as to the extent a man may feel in honor bound to keep his word. The agreement is in the form of a card, addressed to the Keystone Varnish Company and signed by the painter. One side of the card reads as follows:

"Please register my name in your office as a Certified Painter for Zinolin and Keystone. I promise to use them whenever called for and to be fair and honest with the application of Zinolin. It is understood that you

will recommend me to inquiring house owners.

"Send at once—Zinolin Leaflets in which I am officially recognized as your Certified Painter."

The reverse side of the card, besides having the name and address of the firm, among other things contains this:

"When you fill out and return this card to us you become our fully recognized Certified Painter on Zinolin and Keystone. We register your name in our office, guarantee your first Zinolin job and help you in every way we can to get more business."

The following is the guarantee portion of the leaflet referred to in the foregoing:

CERTIFIED PAINTER GUARANTEE

Date.....

Mr.....

(Write your name and address here)

When properly signed by the President this is your GUARANTEE that

Painter's Name

Town..... State.....

is our Certified Painter in your town. He knows just how to apply ZINOLIN

The George L. Dyer Company 42 Broadway New York



**Newspaper, Magazine
and Street Car Advertising**

Publicity and Merchandising Counsel

to obtain the best results, he has promised not to substitute anything else for ZINOLIN—and we recommend him for your work.

KEYSTONE VARNISH CO.

.....
President.

Brooklyn, N. Y.

"There is nothing elaborate or involved about that scheme, is there?" queried Mr. Smith. "We had to dress the idea in the simplest possible form, or the painter would not sign it. A complicated

making the painter center his attention on our proposition. It makes him think of us and what we have to sell. Painters have taken hold of the idea remarkably well. They like the way we advertise them in our copy. It pleases them to be known as Certified Painters. It makes them feel proud to have a large manufacturer vouch for their reliability and standing in their trade, as we are doing. I believe the strategy of the thing is what put our plan across more than the value of the idea itself.

"Of course, our proposition to the painter, in which we guarantee his first Zinolin job, has a kick in it that has contributed immeasurably to the success of our campaign, and without it I doubt if we could have made such headway. Zinolin being a new product, the painter may be afraid to use it, thinking he may make a mess of his first job. Our guarantee removes his fears and makes him willing to take a chance. This starts him using Zinolin and thus accomplishes our purpose. We stand back of our goods, not only on the first job of a painter, but always. However, it would not be good tactics to emphasize

this too much, as many factors enter into a job of painting other than the material used, and we don't care to be held responsible for everything that may go wrong."

The campaign of the Keystone Varnish Company on Zinolin presses on the painter from three sides. First, through the consumer advertising, which devotes considerable space to the painter. Consumer inquiries are followed



**"Arnold-ized" Zinc—and HEALTH!
White Lead—and POISON!**

WHICH?

Now—is the time for you to decide which you will use this season. For years the Death and Disability Lists have groined under the heavy tolls taken by lead poisoning. The cost of these claims during 1915 alone, to the Brotherhood of Painters and Decorators was \$148,925. Why do YOU continue to use lead? When you have "Arnold-ized" Zinc which offers you so much greater profits and satisfaction? When Foreign Countries have abolished the use of lead in the interiors of painters? When the New York City and Chicago Health Departments—awakened to the peril of painting with lead—use at this moment taking steps to safeguard painters' lives and health?

If you had no alternative—that would be different. But you have an alternative—an alternative that gives you better results in appearance, protection and durability. That alternative is

ZINOLIN
the great "Arnold-ized" Zinc for Outside Use.

To make it easy for you to recommend lead use "Arnold-ized" Zinc, we are telling every house-owner about it. Full page advertisements will be used in most of the magazines—a list of 35 publications in all will be used—having a total of 14 million readers. We are also recommending to these people to have our CERTIFIED PAINTERS do the work, because we know that our CERTIFIED PAINTERS know about Zinolin and how to apply it. In order to help our CERTIFIED PAINTERS we are also referring to them the names of house-owners who write us about Zinolin from their towns. We also help them in other ways to increase their business.

Do you WANT this help? Do you WANT to give better painting satisfaction to your patrons than any lead-painter can? Do you WANT to give up deliberately courting death from lead poisoning—from this day on?

Then write—today—for full and complete information.

Keystone Varnish Company

307 Keystone Building

R. B. ARNOLD, President.

BROOKLYN, N. Y.

P. S.—There is a greater difference between the quality of KEYSTONE and its imitations than ever before. Try it for yourself and see.

TRADE-PAPER COPY WITH THE HEALTH APPEAL

agreement would scare him, and it wouldn't be any more binding than the form of promise which we have devised. As a matter of fact, many men who have registered themselves as Certified Painters do substitute when our goods are asked for, but we know that most painters after they have taken the trouble to sign our card and have pledged their word, treat us fairly. This simple little stunt of ours has the effect of



BUILDERS *of* AMERICAN BUSINESS

LEWIS E. PIERSON, PRESIDENT OF
AUSTIN, NICHOLS AND COMPANY

"I find **SYSTEM**, the Magazine of Business, of both direct and suggestive value. I have followed it for many years."

Lewis E. Pierson

NUMBER XLVI in the series of portraits of readers of **SYSTEM**

up vigorously through the painter. This work is the means of getting many to register themselves as Certified Painters. In this way consumer interest is being cashed in on with little delay. The second side of the campaign is the direct mail work being done on the painter. Letters are always going out to good prospects, trying to get painters to register not to substitute when Keystone products are asked for. The third phase of the campaign is the advertising being run in the trade journals, addressed directly to the painter. Mostly full pages are run, and a sensational type of copy is used.

When it was pointed out to Mr. Smith that his plan of campaign seemed to ignore several important factors in the distribution of his product, such as the dealer, jobber, salesman, etc., he said in reply, "Ignore" is not the proper word."

"We have centered our campaign around one factor with the idea of taking up slack motion and saving time, but no party in the chain of our distribution has been ignored. Having been in business so long, we naturally have valuable trade connections—loyal jobbers, boosting retailers and architects who specify our goods. But we could hardly expect our trade to take hold of a new product of such an unknown nature as Zinolin until we had created a demand for it. Therefore, we went directly to the man who could use the most of our product—the painter. Of course in many cases the painter is also dealer, but where he is not, the retailer is glad to stock anything that he wants. Thus as the number of Certified Painters daily increases, our distribution in retail stores also increases. The architect is not being neglected. We are doing some work on him and are running a special line of copy in architectural publications."

While there may be holes in the merchandising plan of the Keystone Varnish Company, the advertising seems to be accomplishing its purpose. This is largely due to concentration of effort,

and to the use of strategy in overcoming opposition. It goes to show that it is not always necessary to spend a huge amount of money in forcing the market on a new article. The plan, and not mere size of the appropriation, is the thing.

British Studying German Catalogues

More than 3,000 catalogues of German manufacturers will be exhibited by the British Board of Trade in London, as a means of helping to capture Germany's foreign trade. The Board of Trade states that the exhibition is given "in order that British manufacturers may have an opportunity of familiarizing themselves with German methods of publicity. One feature of the catalogues which is of special interest to British manufacturers, who are themselves publishing catalogues with a view to increasing their export trade," it states, "is the number of languages in which the German catalogues are printed. The collection includes catalogues printed in English, French, Spanish, Portuguese, Roumanian, Russian, Finnish, Polish, Italian, Dutch, Hungarian and Greek. Many are polyglot in character, and are printed in three, four and in some cases five different languages."

In order that the European timber market may be controlled at the end of the war, Edward Percy Stebbing, head of the forestry department of Edinburgh University, has urged that arrangements should be made in England to lease for a number of years a large area or several areas of the Russian forests, and that they should be worked under English control to insure that that country obtain from them at a reasonable price a considerable proportion of the timber it will require.

Another Macaroni Advertiser

Mother's Macaroni Company, Minneapolis, has started an advertising campaign in newspapers on Creamettes, a new macaroni product. The first advertisement gave a complete history of how the product is made and why it is different from ordinary macaroni. At the bottom of the advertisement three recipes were given for different ways to cook it. The copy was illustrated with a picture of a box of Creamettes.

Will Oversee National Advertising of Illinois Papers

J. K. Groom, for ten years advertising manager of the Aurora, Ill., *Beacon-News*, has been appointed manager of the Department of National Advertising for the *Beacon-News* and the *Elgin Courier*. The papers are under the same ownership and management.

Newspaper Neutrality on Price-maintenance

W. A. McDermid, Sales Manager of the Mennen Chemical Company, Asks that Publishers Consider Both Sides of Question—A Lesson to Be Drawn by Newspapers from Rate-cutting War

SPEAKING on the subject "Newspapers and Price-maintenance," W. A. McDermid, sales and advertising manager of the Gerhard Mennen Chemical Company, suggested that the newspapers adopt a more neutral attitude on the question of price-maintenance, or at least look into the merits of the case before taking a positive stand against it. Mr. McDermid was addressing the Six Point League, a New York organization of newspaper representatives, at luncheon on Wednesday, March 29.

"We don't want the newspapers to take our side against the department stores," said the speaker. "What we do ask is that they investigate the situation. I think they will come to find out that it would be better for the department stores if they cut out price-cutting. Altman's and Bloomingdale's in New York are getting along without it.

"There's something the matter with retail advertising—especially that of the department stores. They are doing business under antiquated merchandising methods. There was a time when the merchant was supreme. He could get almost any price he asked for his wares. Then advertising came in and started to standardize prices, and the big department store started price-cutting to buck advertising and substitute its own brands. They were ready to lose on some items to make up the loss on others. Result—the cost of department store advertising is increasing out of all proportion to its response. The housewife has learned to discriminate between real bargains, and leaves the pseudo-bargains, which are heavily and flamboyantly advertised as the biggest values ever

offered, etc. That sort of stuff has lost its kick. It's not believable at all, and there's no public reaction to it. And then we're expected to put a clean, straightforward ad up against such advertising for the public to read and believe if they will.

"It is a serious situation, both for the newspapers and ourselves. It might be well for the newspapers to consult with manufacturers and jobbers on the matter.

"The manufacturer is compelled to maintain the price or cease to brand his goods and stop advertising.

"You all remember the rate-cutting war in which the railroads were indulging until the Hepburn Bill was passed and the Interstate Commerce Commission compelled them to fix their prices and cut out rebates. Yet the railroads and newspapers fought it tooth and nail. The other day I was talking with a railroad man about it, and he said what fools they had been, in the light of subsequent events, to have fought it as they did. Legislation maintaining prices is as applicable to manufactured goods as it was to railroad rates."

Chicle Imports Worth Millions Annually

The chewing-gum habit has cost the American people for chicle alone nearly \$35,000,000 in the last ten years, or almost five times as much as we paid Russia for Alaska, according to figures furnished by the Bureau of Foreign and Domestic Commerce of the Department of Commerce. Normally our annual imports of chicle amount to 7,000,000 pounds, for which we pay about \$2,500,000 in the countries of origin and to which must be added customs duties in our own ports at about \$750,000.

Imports of chicle gum during the fiscal year 1915 were as follows: From Mexico, 2,197,000 pounds; from Canada, 2,181,000 pounds; from British Honduras, 1,189,000 pounds; from Venezuela, 962,000 pounds; from the Central American republics, 26,000 pounds; from all other countries, 5,000 pounds. Chicle is not produced in Canada, but large quantities from other British possessions are handled through the Dominion. In 1913 the total imports of the gum amounted to 13,759,000 pounds, and that is the record importation for any one year. In 1915 the total was 6,500,000 pounds.—*New York Journal of Commerce.*

Then and Now

Do you, Business men of the country, fully appreciate your ability to buy in the New York territory hundreds of thousands of circulation to-day at less cost than you bought a few thousands of circulation years ago?

Do you recall the days—not so long ago—when you paid 80 cents per line for double column display advertising in practically all New York newspapers—the same rate to each paper whether it had twenty-five, fifty or seventy-five thousand circulation?

Do you realize that the changed advertising conditions in the New York field are directly traceable to the liberal policy adopted by the NEW YORK AMERICAN, when it started under its present ownership over twenty years ago?

That policy—one rate to all, scaled only in accordance with contract schedule, with no frills and no arbitrary conditions—opened up to business men an opportunity to advertise in New York under favorable and profitable conditions.

The NEW YORK AMERICAN also led the way, by progressive methods, in giving advertisers a greater circulation than they had ever been able to buy, thus enabling them to reach more people at a lower cost.

The NEW YORK AMERICAN has always considered the interests of advertisers, and its enterprise has contributed greatly to their prosperity.

The NEW YORK AMERICAN has, first, last and all of the time, stood for fair advertising rates, and has influenced the building of greater circulations among the newspapers.

Besides, do not overlook the fact that the NEW YORK AMERICAN has been the chosen spokesman of ONE-FOURTH of all of the people in New York territory for over twenty years, making it a wonderfully profitable advertising medium.



DAILY AND SUNDAY

Member Audit Bureau of Circulations

A Surface Like Old Ivory

A catalog or booklet on CAMEO is never commonplace—is always effective because beautiful and unusual.

CAMEO is a coated printing paper with a lustreless surface like that of old ivory—warm, deep in tone—unlike other papers as ivory is unlike other substances.



Half-tones are enriched on CAMEO; type gains greater legibility, for there is no glitter of the paper to dazzle the eye; color work rivals the original in softness and blending.

We have issued a superb portfolio which will give you a new conception of printing possibilities. It presents a group of printing papers which, because of their uniformity and high excellence are called Warren Standards: CAMEO, LUSTRO, SILKOTE, CUMBERLAND, PRINTONE. This portfolio is free to buyers and makers of printing.

Warren's Coated Printing Papers

*Cameo-Dull Coated—Lustro-Fine Glossy
Cumberland-Glossy—Silkote-Semi-Dull
Printone-Imitation Coated*

Our special portfolio of specimen sheets and effects will serve to show you why. Your office needs it. Write:

S. D. Warren & Co. 163 Devonshire Street
Boston, Mass.

*Manufacturers of STANDARDS in Coated and
Uncoated Printing Papers*

If you find any difficulty in getting Warren Papers from your Printer or Paper Dealer, we shall appreciate your kindness if you will report the case to us in detail.

"Constant excellence of product—the highest type of competition."

Fenestra's Campaign to Standardize "Contract Work"

A Plan to Sell Steel Window Sash "Over the Counter" Like Shoes, Men's Collars and Other Merchandise Formerly Made to Order Only

By A. T. Hogg

Advertising Manager, Detroit Steel Products Company

THE contractor who could erect office and factory buildings on a manufacturing basis, carry them in stock and sell them "over the counter" would quickly revolutionize the great building industry.

But it hasn't been done, and most (I say *most* just to be conservative) of the men in the building industry big enough to do it, say it *can't* be done. And, obviously, it can't, at least not under present conditions.

Until recently the merchandising problem facing the steel window-sash industry—and, in fact, the whole window-sash industry—has looked nearly as big. It always has looked to sash men, the men who are responsible for letting light and air into office and factory buildings, as an impossibility really to merchandise window-sash.

In fact, until recently window-sash never has been merchandise at all—it always has been "tailored to measure."

The reason is obvious. Window sizes are as varied, almost, as individual personalities. Generally speaking, to find the number of sizes of windows in a building you multiply the number of buildings erected by the average number of windows in each. Almost all windows are different. A "stock" window has always been like a "ready-made" suit of clothes in a tailored-to-measure shop—the cost of finding a man to fit the suit would be more than the suit is worth.

In wood sash it might be said that two windows never are the same, because some shaving or planing or sawing is almost always done at the job to make the window fit the frame.

In steel sash every sash has

been made to order to fit a hole specified by an architect in a definite specific plan. If there were any considerable number of sash the same size, it was usually a coincidence.

MEANT CHANGING BUYING HABITS

To change this fixed and long-established condition meant *changing the buyer*. The seller really had nothing to do with the sizes.

On the Ground When Needed.

YOU want to put up your new building on schedule time. That means that the windows as well as the other building material must be on the ground when needed.

Standard Units can be shipped to you in less than 48 hours after receipt of order in Detroit. 48 types and 36 different sizes give a variety which is well adapted for all ordinary building work. Undoubtedly you will find windows there just the window you want.

Standard window dimensions, low cost and quick delivery make them the ideal window for your building. Standard Units, like other building materials, are available in all sizes and quantities.

Write for list of sample books and price schedule.

DETROIT STEEL PRODUCTS CO.
1000 East Grand
Detroit, Mich.



TIME SAVING IS THE LEADING TALKING POINT

The sizes, like Topsy, "just grew." The condition is not new, however, for it has been encountered in dozens of other industries, just as the tailor and the bootmaker and the collar-maker encountered it. The tailor who first undertook to "put clothes on the shelf and find men to fit them" was breaking new ground in an effort

to merchandise men's clothes.

Steel-sash men have wanted to sell steel sash over the counter, just as a big proportion of men's clothes now are sold, but it has not seemed possible.

A little over a year ago, however, the Detroit Steel Products Company decided to try it. G. P. Richardson was made manager of a new Stock Sash Sales Depart-

ment in ten days after the order reached the factory. This was a big surprise in service, because thirty days was hurry-up delivery on the made-to-order sash. Price concessions also were made on the stock sizes.

A campaign was conducted through the mail to architects and contractors, designed to switch over part of the business on the made-to-measure sash to stock sash.

The campaign to architects and contractors was mostly in the form of letters, and mostly based upon the idea of quicker service on stock sizes.

Of course, the new policy was made the subject of an extensive "ginger" campaign to the sales force, and the organization as a whole was sufficiently sold to push stock sash whenever possible.

The result was that in a year a considerable proportion of the business was standardized sash, yet the company's main business was "contract sash-making," and the company's sign might still have read, "Windows Made to Measure."

Mr. Richardson was pleased with the result accomplished,

but not by any means satisfied. He encountered so many instances where the new plan was successful in switching over big deals that he was sure that an educational campaign would help.

One instance will illustrate:

A big manufacturing corporation in a Western city required a new factory building *quick, very quick*. In fact, the addition had been needed for a year or more,

(Continued on page 47)



"Steel Window Sash, in these irregular openings you insist upon, will take four to six weeks or more for delivery."

"What! Four to six weeks? I can't wait! You've got to get my building enclosed before that."

"Well, there's one thing we can do."

"What?"

"Alter these dimensions just a few inches so the openings will take

Fenestra Stock Sash. The Fenestra people will ship stock units—thirty-one different styles and forty-five different sizes—in ten days from the time your order reaches Detroit."

"Yes, but the cost—"

"It's less than any other steel sash you can buy because these types are made in big quantities and held in stock."

"The name is



Standard Fenestra Horizontal Unit, used in all types of mills and factories

Fenestra
STANDARD UNIT

you say "

"Yes."

"All right, we'll give them the order. What is the address of the manufacturer?"

"Fenestra is made by the

Detroit Steel Products Co.

Dept. B-10 Detroit, Michigan



Another type of Fenestra standard unit which is very popular

PUTTING THE VOICE OF AUTHORITY IN THE COPY BY USING THE ARCHITECT

ment and given the job of "doing it."

One of the first things done was to take a year's run of orders and analyze them to find what sizes and styles occurred most often in the specifications. It was found that a fairly good showing could be made with about forty-five styles, each in two sizes, or a total of ninety sizes in all.

A "stock sash list," illustrating these sizes, was sent out to all

Weddings, Cooking and Babies

We published a cook book and to date 33,614 Butterick readers have paid half a dollar for it.

We compile and issue books on the care of the baby, weddings, candy-making, sewing; and tens of thousands of our readers send money for them.

On every home subject Butterick speaks with an authority that is recognized by women in every American community.

Advertisers in The Butterick Trio share this confidence.

Butterick

Member of A. B. C.

Where Files of PRINTERS' INK May Be Consulted

The increasing number of requests for back issues of PRINTERS' INK for purposes of reference and investigation, prompts us to publish the following list of paid subscribers among the Public Libraries where files of the "journal for advertisers" are available:

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	Brooklyn Public Library, 197 Montague St.
	Pratt Institute Free Library, 220 Ryerson St.
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Cambridge Mass.....	Harvard College Library
Chicago, Ill.....	John Crerar Library
	Chicago Public Library, Mich. Ave. & Washington St.
Cincinnati, O.....	College of Commerce Library, University of Cincinnati, Burnet Woods Park
	Free Public Library of Cincinnati, 631 Vine St.
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Columbia Mo.....	University of Missouri General Library
Davenport, Iowa.....	Public Reading Room Y. M. C. A.
Denver, Colo.....	Denver Public Library
Des Moines, Iowa.....	Des Moines Public Library
Des Moines, Iowa.....	Drake University Library
Detroit, Mich.....	Public Library
Easton, Pa.....	Easton Public Library
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Emporia, Kan.....	Library State Normal School
Grand Rapids, Mich.....	Grand Rapids Public Library
Grand Rapids, Mich.....	Ryerson Public Library
Greencastle, Ind.....	De Pauw University Library
Hamilton, Ont. Canada.....	Public Library, Main St.
Hanover, N. H.....	Tuck School Library
Indianapolis, Ind.....	Public Library
Iowa City, Iowa.....	Library State University of Iowa
Kansas City, Mo.....	Kansas City Public Library
Los Angeles, Cal.....	Public Library, 5th & Broadway
Louisville, Ky.....	Main Library, 4th & Library Place
Madison, Wis.....	Library University of Wisconsin
Memphis, Tenn.....	Goodwyn Institute Library Madison & 3rd St.
Medford, Mass.....	Medford Public Library
Minneapolis, Minn.....	Central Library, 10th & Hennepin Ave.
Minneapolis, Minn.....	Library University of Minnesota
Montclair, N. J.....	Free Public Library, Church St. & Valley Rd.

Mt. Vernon, N. Y......*Mt. Vernon Library*
Newark N. J....*Business Branch Library, 13 Beaver St.*
Free Public Library
New Haven, Conn......*Yale University Library*
New York, N. Y......*Columbia University Library,*
School of Journalism
Muhlenberg Branch N. Y. Public Library,
209 W. 23d St.
New York Public Library, Astor, Lenox
Tilden Foundations, 5th Ave. & 43rd St.
Omaha Neb......*Omaha Public Library*
Philadelphia, Pa......*Free Library, 13th & Locust Sts.*
Pittsburgh, N. S., Pa......*Carnegie Free Library of Allegheny*
Pittsburgh, Pa......*Carnegie Library of Pittsburgh,*
Periodical Division, Schenley Park
Library of Commercial Eng., Carnegie Inst. of Tech.
Portland, Ore......*Library Assn. of Portland,*
10th & Yamhill Sts.
Portland, Ore......*Reed College Library*
Providence, R. I......*Providence Public Library*
Provo, Utah......*Brigham Young University Library*
Rochester, N. Y......*Reynolds Library, 150 Spring St.*
St. Joseph, Mo......*St. Joseph Public Library, 10th & Felix Sts.*
St. Louis, Mo......*Mercantile Library, Broadway & Locust St.*
St. Louis, Mo......*Public Library, Olive St., 13th & 14th Sts.*
St. Paul, Minn......*Public Library*
San Francisco Cal......*Mechanics' Mercantile Library*
San Francisco, Cal......*Public Library, Hayes & Franklin Sts.*
Schenectady, N. Y......*Public Library*
Seattle, Wash......*Seattle Public Library*
Seattle, Wash......*University of Washington Library*
Sioux City, Iowa......*Sioux City Public Library*
South Bend, Ind......*Public Library*
Spokane, Wash......*Spokane Public Library*
Stockton, Cal......*Stockton Free Public Library*
Superior, Wis......*Public Library*
Syracuse, N. Y......*Syracuse Public Library*
Toledo, O......*Toledo Public Library, Madison Ave.*
Urbana, Ill......*University of Illinois Library*
Utica, N. Y......*Utica Public Library*
Washington, D. C......*Library of Congress*
Washington, D. C......*Public Library*
Wichita, Kan......*High School Library*
Wilkes Barre, Pa......*Oosterhout Free Library*
71 S. Franklin St.
Worcester, Mass......*Free Public Library*

Readers who do not find **PRINTERS' INK** on file in any library not mentioned here, will, in most cases, be able to have it ordered regularly, by making request of the Librarian.

PRINTERS' INK PUBLISHING COMPANY
185 Madison Avenue New York City



THE publishing of Scribner's Magazine represents, in reality, only a minor share of the work of the house of Charles Scribner's Sons. Yet it has been called "The flag of the house," for there is nothing that goes out from here about which we feel quite the same pride nor by which we are known to so many people. It is a satisfaction to us to be told that it is the favorite magazine of 100,000 American homes.

SALONIKA IS THE MAT!

"WHEN any two nations of the Near East went to the mat to settle their troubles," says Richard Harding Davis, "Salonika was the mat."

"With the Allies at Salonika" is a vivid tale of how this city has had history thrust upon her—a tale of British, French, Servian, and Greek armies and German spies mingled without clashing—a tale lightened by the brilliant, humorous, revealing touches that distinguish Mr. Davis from other observers. You simply feel that you were there!

If you will send us your visiting card with your address upon it, the current number of Scribner's will be forwarded at once. A statement for \$3, for twelve numbers, will be rendered upon the first of the month.

SCRIBNER'S

CHARLES SCRIBNER'S SONS

509 FIFTH AVENUE, NEW YORK

and had been delayed from month to month, as large expenditures are, until it was paying for itself in orders lost because they could not be filled.

How the delays occurred is not essential, but when the final plans finally were O. K'd by the Board of Directors, it was deemed good business by the management to try for new speed records in getting the new building ready for use.

Contractors were called in and time of construction gone over

with them. The contractors found that steel-sash windows were specified, the factory being one where every square foot of window area was a big factor in light. The steel sash, of course, was "special," from basement windows to skylight.

When delivery dates were asked for on this steel sash the best promise that could be made was five weeks in this particular case. The salesman for the Detroit Steel Products Company, however, promised delivery in ten days, if the specifications were changed to use standardized stock sash.

The stock sash was found to exactly meet specifications, except in size. Sizes, however, were so important that they couldn't be changed without redrawing the plans and refiguring the specifications, but the time required for this was much less than the time saved on the very important item of sash, about two-thirds of the outer-wall area in the building being glass.

The fact that this one big manufacturer was willing to redraw his plans and refigure his specifications on a large factory building was in itself a policy-making suggestion.

It meant that if all builders and all architects knew they could buy ready-made sash, they would design a large proportion of the business buildings using steel sash, with stock sash specified. They would do this to *save time*, even if the cost were the same. It seemed to prove the advisability of a sales plan which featured stock sash as the company's main line, with made-to-measure sash in the background for those who were willing to pay more and wait—or, rather, who want some-

"SAFE"

BUILDERS who use Fenestra Fire-Proof Solid Steel Windows are backed by New York State Industrial Commission's Approval.

The only solid steel sash approved by this commission with no restrictions as to size of window openings, thereby giving maximum daylight and ventilation, at lowest cost.

This approval gives official recognition to Fenestra as a Fire-Proof Window, incombustible, and "insuring safety to the occupants of the building."

Make your buildings of Glass Walls and yet feel secure.



Fenestra

SOLID STEEL WINDOWS
"REG. U.S. PAT. OFF."



At a meeting of the New York State Industrial Commission held at 20 Fifth Avenue, New York City, March 18, 1914, Fenestra was given its official approval as being a Fire-Proof Solid Steel Window, incombustible, and "insuring safety to the occupants of the building."

The Industrial Commission O. E. is based on a Fire Test conducted by Prof. James S. Macgregor, M. E., at the Columbia Fire Testing Station, New York. During this test, three standard sized Fenestra Solid Steel Windows with Ten panes, between them were subjected to a temperature of 1000 degrees, three insurances, damaged by a heavy stream of cold water under pressure played on them from a fire hose.

The heavy stream heated all the window panes to the point of softening, but the windows did not break, and the water did not get in.

After the test, the windows were examined and found to be in perfect condition.

The above record of Fenestra is on file at the New York State Industrial Commission.

DETROIT STEEL PRODUCTS CO.

2250 East Grand Boulevard, Detroit, Michigan
New York Office, 30 East 42nd Street

FULL-PAGE COPY LIKE THIS IS NOW RUNNING IN LARGER CITIES

thing different, which amounts to the same thing.

Stock sash always had seemed more of a utopian dream, an ideal to work toward, but the real business had been to *make steel sash*, and to get a chance to make *much* of it; the company had worked in the belief that it was necessary to make it to fit the holes that were being made for it. The idea of making the "holes," as well as the sash, seemed a little beyond the early possibilities.

Architects, it had always been believed, could not hold their originality sufficiently in check to make stock sash fit into their plans for very many buildings. It was no discredit to the architect, rather it was to his credit, that every building was to him an original creation, and that to put into it the evidence of his own individuality and ability he had to use imagination and variation. Corners, angles, gables, cornices, pillars—everything, almost, that could lend originality to the design—directly governed window-opening, and sash, of course, had to be made special to fit these window-openings.

The building situation has been particularly "booming" during the last few months. December orders were greater than orders for any other month of 1915, though December usually has been the baby month in orders.

The company has been running a big "Winter Building" advertising campaign in the magazines, and this, in some measure, has been responsible for the big jump in the company's business. In fact, it was given credit for the big increase in business, and was chopped off in the middle of the campaign because it was bringing more orders than could be filled—in special, made-to-order sizes.

With the factory behind on special orders, and a big field opening up for stock sash, Mr. Richardson and his associates decided on a complete change in sales policy, with stock sash to the front.

The result was the replacing of the "Winter Building" campaign with a new campaign featuring the *element of time deliveries on stock sash*.

The new plan amounts to a policy to discourage special sash orders in favor of stock sash, with a saving in both money and time to the builder.

It means a big advertising campaign designed to change the steel-sash industry from the contract basis (all special jobs) to a manufacturing basis, with goods practically selling over the counter, like cement, brick, paints, roofing

and other and similar building materials.

The campaign itself is wholly experimental, of course. It is breaking new ground in this field. To be successful it must change the policy of the building industry. It must teach builders to appreciate the advantages and possibilities of "over the counter" windows.

And, most important of all, it must overcome the tendency on the part of architects to design irregular window-openings and to teach them to consider windows as fixed units, like brick or roofing.

The company, therefore, is especially concentrating on the architect. Most of the architectural magazines are being used, and special work is being done through the mails.

SERVICE APPEAL UPPERMOST

The campaign so far, for that reason, has been built around the idea of *service*—the idea that the windows are ready to build right into the walls—if stock sizes are specified.

The first letter in the campaign suggests the policy and the careful handling of the plan. It leaves most of the arguments to the architect himself, though it indirectly brings those arguments to the fore (without mentioning them) by bringing out strong what he can do in the matter of saving time. The first letter reads as follows:

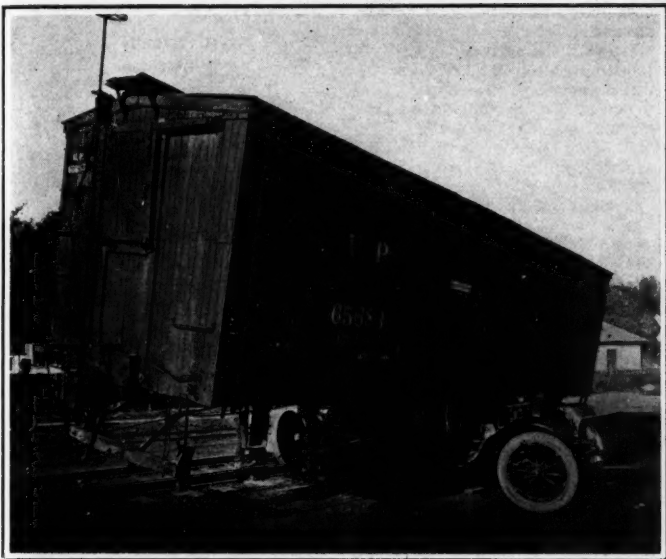
"How will ten days' shipment on steel sash suit you right now and throughout the rest of this period of heavy building?"

"We are prepared to make delivery on that basis on all the standard Fenestra sash shown in the accompanying sheet. The variety is sufficient to take care of practically any building.

"Just fill out the enclosed postcard. It gives us all the data we need on which to quote you prices."

On the bottom of the letter, below the usual writer-stenographer initials, a few words of argument are used:

Standard Fenestra means: Low



("Accidental test of soundness of modern car construction"—one of the 60 live news pictures in a current issue of Leslie's)

Try to *describe in words* the story this *picture* tells.

You can't do it with approximate accuracy, completeness or vividness in pages of type as well as this one small picture does it.

That's why we run from 50 to 70 news *pictures* in every week's Leslie's. No other national periodical in America attempts to compete with Leslie's 60-year leadership in this news-picture field.

That's the biggest reason why the people in over 420,000 homes buy Leslie's every week—to get the *pictures* which make them *see for themselves* what's going on in the world.

And they pay \$5-a-year—five times the average subscription price of the 50 leading periodicals—for Leslie's.

Naturally, Leslie's has been, and is being recognized by advertisers generally as one of the four foremost periodicals of America—judging by the volume of advertising they place before our readers.

Gain Jan., 1916, through March, 1916—105,000 lines.

LUTHER D. FERNALD, ADVERTISING MANAGER

Leslie's

Illustrated Weekly Newspaper

Member Audit Bureau of Circulations

Boston NEW YORK Chicago

cost, quick delivery, good appearance, easy erection.

One of the advertisements run in the architect papers is an indirect appeal. An architect is used to voice the message—the information it is desired that architects have is given by having one architect take the position of *recommending stock sash* as a means of getting speed to a customer who "can't wait."

The consumer-advertising is somewhat similar, the appeal being the same, on the assumption that every popular magazine is read by a great many architects, and that the builder will be interested by the same line of reasoning.

TO GET CONTRACTORS' AID

Another part of the campaign, aimed particularly at contractors, is an eight-page bulletin showing how to build with steel-sash standard units. Sizes of complete units, glass sizes and wall-openings are given, and the methods of setting the sash into the wall (without frames or casings) is shown in photographic illustrations.

This bulletin shows the contractor that it is easy to build with Fenestra steel-sash standard units; a matter of considerable importance to him, because he is interested in getting each job done as quickly as possible.

He is particularly shown that he doesn't do any "fitting" in building steel sash into the walls, because, instead of fitting the sash into holes left for them, he uses them like bricks as a part of the wall as he builds it. Steel sash are used without frames or casings, and bring the glass to within an inch of the wall itself.

The results have only just begun to show, but the plan is meeting favor at a rate which is very greatly surprising the men who have always looked upon sash as outside the field of merchandising.

Street & Finney Have Wardrobe Trunk Account

The advertising of L. Goldsmith & Son, New York, manufacturers of "Neverbreak" wardrobe trunks, has been placed in the hands of Street & Finney, Inc.

Recent Decisions of Interest to Advertisers

Contract for Advertising in Programme Unenforceable When Events Did Not Take Place (N. Y. Supreme Court): Issuance to subscribers and public sale of a programme and souvenir of races, which were never held, held not a publication within the contract of defendant to pay for an advertisement therein on publication and delivery; the contract being abrogated by failure to hold the races.—*Alfred Marks Realty Company v. Hotel Hermitage Company*, 156 N. Y. S. 179.

Catalogues, Including Cuts, May Be Copyrighted (U. S. D. C.): An advertising catalogue containing cuts, held a proper subject of copyright. Complainant had copyrighted a catalogue of brass goods, and accused defendant of copying certain designs. Judge Hand held that defendants had a right to make his own prints from the original goods, but copying from complainant's catalogue was a violation of the copyright.—*J. H. White Mfg. Company v. Shapiro*, 227 F. 957.

Coupons in Food Packages: Under Pure Food Act, prohibiting the misbranding of food packages, the placing in a food package of advertising matter, consisting of a coupon exchangeable for other goods, is not a misbranding; such coupon having no appreciable weight, and not being deleterious.—*Ex parte De Klotz*, 155 N. W. 240.

Illinois Milk Producers Form Marketing Company

Milk producers in the Chicago district have joined hands to oust the middlemen if necessary. A \$500,000 company has been formed under the name of the Milk Producers' Co-operating Marketing Company, and W. J. Kittle, secretary of the newly formed company, states that it will go ahead and market its own milk unless the Chicago dealers will agree to pay them on an average of \$1.55 a hundred pounds during the summer months. The average price paid during previous seasons has only been \$1.33.

This move is interesting inasmuch as it emphasizes the growing inclination of farmers to take over the marketing of their crops through co-operative organizations, when conditions make such a course advisable. Last September *PRINTERS' INK* published an account of how the Farmers' Dairy of Toronto, owned and operated by Ontario farmers, had, with the help of advertising, been able to build up a healthy business in a comparatively short time.

Eben Griffiths With Vacuum Oil Co.

Mr. Eben Griffiths, formerly associate city editor of the Brooklyn *Eagle*, has become assistant advertising manager of the Vacuum Oil Company. He has been on the staff of the *Eagle* about five years.



The First Home of the
Public Ledger in 1836.

Eighty Years Ago

THE first issue of the Public Ledger reflected the spirit of Philadelphia commerce. Consider this pertinent paragraph:

"We deem it a duty to call attention to the immense quantity of goods recently imported, and to suggest * * * that * * * goods can now be purchased in this city on better terms than in New York."
—From the first issue of the Public Ledger,
March 25, 1836.

THIS same watchfulness for Philadelphia's commerce has bridged the 80 years, and makes the Ledger of today a powerful selling force. Its advertising columns embrace the whole range of modern merchandise, from five-cent sundries to high-priced automobiles.

TODAY the Public Ledger carries the announcements of more Philadelphia merchants than ever before in its history. The power of its concentrated circulation is unique. It reaches the financially-able, better-than-average portion of the community.

AND thus the Public Ledger enters its 81st year of journalistic activity. Steadfast in its adherence to the city's commercial and industrial welfare, firm in the confidence and good-will of Philadelphians, it is today, in greater degree than ever, Philadelphia's strongest merchandising force.

PUBLIC  **LEDGER**

1836

1916



—not skyscrapers like these, but nevertheless, big buildings—are planned by the Y. M. C. A. In them hundreds of young men—an aggregate of over 200,000—will live and enjoy life.

Think of the immense amount of materials needed for their construction and the supplies for their maintenance! Add to this, the large expenditures for running the present 2,500 Y. M. C. A. branches (\$14,000,000 a year) and you will have some conception of the business done by the Y. M. C. A. It can best be reached through the advertising pages of its official organ "Association Men" for, other things being equal, articles advertised in its columns are favored by Y. M. C. A. purchasing agents. Advertisers also receive regular advance information of Y. M. C. A. developments through

ASSOCIATION MEN

F. A. WILSON-LAWRENSON
Business Manager

124 E. 28th St. - - - - New York

HARLEY L. WARD, Western Representative, 19 So. La Salle Street, Chicago, Ill.

Branch Advertising Department to Give Local Color to Burroughs Campaigns

District Advertising Managers Will Be in Direct Touch with Local Problems, and Can Work in Close Harmony with the Sales Force

By Edwin A. Walton

Advertising Manager, Burroughs Adding Machine Company, Detroit

[EDITORIAL NOTE:—"Absentee management" is responsible for a good deal of friction between salesmen and the advertising department. Positive co-operation often fails because the advertising manager does not know—and cannot thoroughly understand—local conditions. The following article clearly outlines the reasons which have led the Burroughs Company to divide its advertising department into five distinct branches. The action is the more significant because the company is only one of several which are contemplating—or have actually accomplished—a similar development. A series of articles now in preparation on branch office organization, which will appear shortly in *PRINTERS' INK*, will cover the subject from other angles.]

ON April 1, the sales department of the Burroughs Adding Machine Company announced the redistricting of the country into five sales districts. At the same time, and as a natural and logical development, a branch advertising department was established in each of the five districts.

During the past twelve months about a third of my time has been spent in the field studying local sales conditions and developing plans for coping with them. I have visited large and small agencies, called on users and prospects, talked with sales managers and salesmen—all with the object of learning what advertising will most favorably affect the sale of Burroughs machines at the greatest possible rate per dollar expended.

Others in the department have made similar trips and have investigated the systems used in many lines of business in various parts of the country. The results of these researches have been published in "business stories," full of human interest and of selling value. Series of stories, mailed one a week are used very effectively to prepare the minds of pos-

sible buyers for the serious reception of our salesmen's messages. It is our belief that these "Club Campaigns," as we term them, are having a marked influence in making the high sales records which are being piled up each month by our sales force.

From our field investigations we learn that two of the most important factors which induce a prospect to consider favorably the use of a Burroughs are: (1) The satisfactory use of a Burroughs by another concern in the *same line of business*, and (2) The satisfactory use of a Burroughs by another concern in the *same locality*.

The larger the concern and the greater its breadth of vision and knowledge of the whole country, the less is the importance of locality. On the other hand, the smaller the concern and the narrower its view, the greater is the importance of locality. In either case the *most potent* influence is satisfactory use of a Burroughs in the *same line of business in the same locality*.

TO GIVE MAXIMUM EFFECT TO EDUCATIONAL COPY

The small bank in Quincy, Florida, is not greatly influenced by what the big Corn Exchange Bank, of Philadelphia, does, but is impressed by the fact that another small bank in Tallahassee is pleased with its Burroughs Ledger Poster. These two bankers are daily exchanging checks, know the same people and each other. They realize, without argument, that their banking conditions and accounting problems are similar. If a Burroughs is good for one it follows, as a matter of course,

that it is good for the other.

It is therefore our aim to publish business stories on various concerns in many lines of business in all parts of the country and so to control the distribution of the different stories that each will produce the maximum effect on prospective sales per dollar of cost.

Determining what stories to get and where—and then getting them—is one problem. This requires a knowledge of the needs of the company and of the *particular portion of the field*. It requires personal advertising ability, knowledge of systems and of the application of Burroughs machines thereto. And it requires that tact and diplomacy that can only be developed by special training in this line of endeavor.

Securing the utmost effect of the advertising matter when it is ready for distribution is another important problem economically. This requires ability to enlist the hearty and efficient co-operation of each individual salesman. It entails the education of the salesman in the proper use without waste of the advertising matter that we have spent our hard cash to produce.

The problem of producing the most influential advertising is great. The problem of securing its most effective use is even greater.

In the solving of these two pressing problems it is necessary for the advertising department to be on the ground—right out in the field.

Cotton in Georgia, grain in Minnesota, citrus fruits in California, coal in Pennsylvania, hardware in Connecticut, zinc in Missouri, dairy products in Iowa—all make for figures and systems and seasons that vary. Only close, intimate knowledge of each field can develop the advertising that will help most in pulling the biggest Burroughs business. Only close, intimate contact with the salesmen whose co-operation is so necessary can secure the most efficient use of the right advertising after it has been produced.

We have been getting this

knowledge of the field and this contact with the salesmen by traveling from Detroit. As we go farther and farther afield this plan grows less economical of time and travel money. With each successive trip it has become plainer and plainer that the solution of these problems of advertising production and distribution lies in the "decentralization" of the advertising department, and that the means to the greatest effect on sales will be to have branches located at strategic points.

The offices of the company manager for the district and the advertising department representative will be together because they will naturally co-operate closely to the same end—the development of the greatest possible sales.

H. Doty becomes Eastern advertising manager with headquarters New York; D. D. Peete, Southern advertising manager, Atlanta; E. H. Bussing, Mid-Western advertising manager, Kansas City, and William A. Hart, Western advertising manager, San Francisco. These four men are being transferred from the advertising department at the home office of the Burroughs Company in Detroit.

Their duties are broadly to study the sales possibilities of their respective districts, to develop advertising matter with the local flavor, keep the men so well informed about our plans that the maximum benefit from our efforts will be realized, and to secure the co-operation of the Burroughs sales force of 760 men in the most effective use of the advertising as a help in making sales. The places of the men promoted to the four important outside positions will be filled from the present department organization.

F. W. Buck Leaves Union Electric Co., Pittsburgh

F. W. Buck, who has been associated with the Union Electric Company, Pittsburgh, for over eight years in various capacities, including purchasing agent and advertising manager, has been appointed by the Hurley Machine Company, Chicago, to represent it in the Pittsburgh territory.



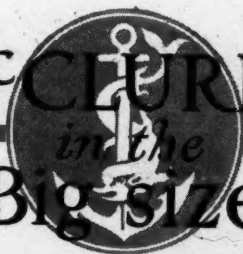
FOURTH *Chapter*

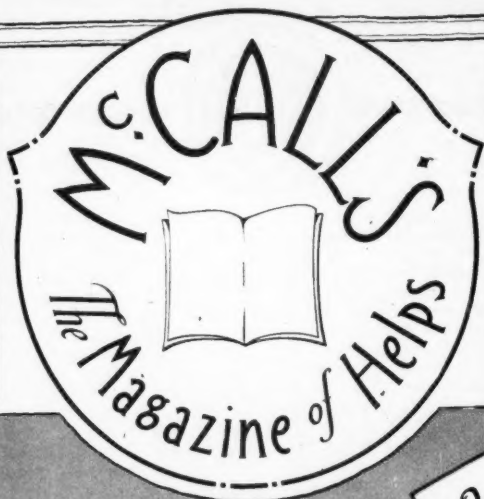
28% gain

FROM May to April the editorial features in McClure's have averaged more than 16 per issue—an increase of 28%. Such an increase as this in editorial features, of the McClure kind, has meant much to its readers from

May to April—the first year of

MCCLURE'S
in the
Big size





**YOU WILL BE
INTERESTED**

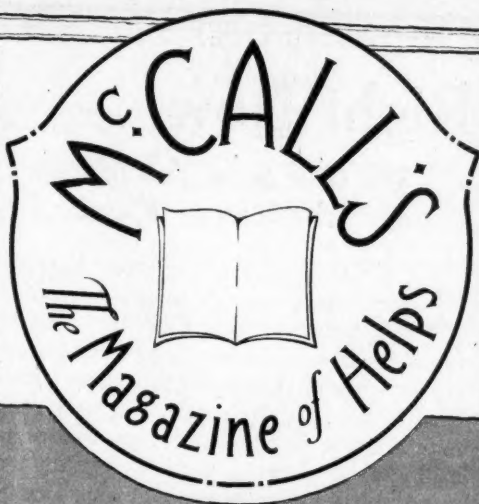
in reading this reproduction of a
letter typical of thousands upon
thousands being received daily
from the subscribers of

McCALL'S MAGAZINE

Merit did it

*Dear McCall's
In my ten
married life
has helped
many a*

*McCall's
me a
and af
the
M*



EDITORIAL HELPFULNESS
to our readers on every subject
of home and social interest has
developed a confidence and re-
sponsiveness of great value to
our advertisers.

THE McCALL COMPANY

Chas. D. Spalding

Advertising Manager.

Merit did it

McCall's
y ten
ed life
helps
any a
McCall's
me and
afford
without it
sincerely
Mrs. B.F.S.

Right Now

*We Can Save You Money
on Writing Paper!*

THE COST of fine rag stock bonds has been forced so high by shortage of raw materials that some substitutes must be found for them. Sulphite bonds that normally sell for seven or eight cents the pound are now hard to get at twelve cents. But we are fortunate in being able to supply our friends with a superb bond paper much better than any sulphite bond at a price little higher than you would have to pay for an all wood sheet.

This sheet is our famous

TEMPLE BOND

It is a combination of rag stock and sulphite, and has a hard writing surface, very smooth and uniform. The sheet is strong and beautifully clear and white. It has the *feel* and *crackle* characteristic of the finer bonds. Thousands of discriminating buyers have found Temple Bond to be the solution of their paper problem being very moderate in price, even under prevailing market conditions, and possessing all the essentials necessary to dignified and self-respecting commercial correspondence.

"Paragraphs" for April, tells more about Temple Bond and contains a pad of samples showing the five bright tints in which it can be furnished. Write today.

THE WHITAKER PAPER COMPANY
CINCINNATI, OHIO

Birmingham

Detroit

Atlanta

BAY STATE PAPER CO. DIVISION
BOSTON

SMITH-DIXON DIVISION
BALTIMORE

New York Office—Fifth Avenue Building
Chicago Office—Peoples' Gas Building

How Baldwin Locomotive Trains Its Salesmen

Training Covers a Long Period and Is Highly Technical, but It Is Indispensable Equipment for Representing \$40,000,000 Corporation

THE new salesmanship, as the ordinary manufacturer views it, had an early start in the technical, big-unit field. No star salesman there has any possible chance of catching a purchasing-agent off his guard and selling him, for instance, one-twelfth dozen locomotives at \$240,000 per dozen. No amount of eloquence or sales strategy could do it. The purchasing-agent, in nearly all cases, merely registers a decision that has already been made by the president, general manager, one or more heads of departments and probably the directors, too. Their need, while they were making up their minds on what type of engine they wanted, was for facts, data. It is data that, up to a certain point, anyway, determine the destination of every order. So that, so far as the salesman is concerned, even after he has established relations with most of the human factors involved, it is a question of never-failing service in providing those data for all possible wants and requirements.

"Our salesmen," Alba B. Johnson, the president of the Baldwin Locomotive Works, told **PRINTERS' INK**, "are the agents and representatives of our customers."

These customers are the users of steam, electric, and gasoline locomotives and electric trucks for trolleys and tramways. Steam locomotives furnish by far the largest output of the Baldwin Works. The demand is both foreign and domestic. It is a highly fluctuating one, at least at home. When the country is prosperous the railroads are prosperous, too, and order rolling stock. In times of depression the railroads pare every expense to the quick, and then the locomotive works must look elsewhere for business, or run on short time.

A few of the larger railroads have their own locomotive shops,

but they look to the Baldwin and other works to supply their extraordinary needs. There are only two or three other large companies that figure as competitors. In good times all are jammed with work. At other times sales depend on a number of factors. The first of these is past performance. The second is improved design and other technical advantage. The third is connections higher up; an influential director may have a preference for one company or another.

"No locomotive company can possibly control the orders of any railroad," said Mr. Johnson. "The exact opposite is the case. Every new order is a case by itself. Nothing stays fixed. The man who is purchasing-agent for one road to-day may go to another one to-morrow. The general manager of this road may become president of that. There is nothing for the salesman to do but to keep in touch with them, cultivating acquaintance, making friends wherever possible and putting himself in a position to learn what is wanted in the way of technical information and be able to afford it."

"It is not all service of this kind, by any means. We have contracts with various roads to take care of their excess requirements. Under a contract of that nature, the Pennsylvania Railroad called upon us a number of years ago to deliver 500 locomotives at the rate of 20 a week. We had at the time almost all the work we could handle, but I thought I could see how we might manage to squeeze out ten locomotives a week."

PRESIDENT CASSATT UNYIELDING

"President Cassatt, of the Pennsylvania, was at Bar Harbor, and I got in touch with him there."

"If the Baldwin Works cannot deliver 20 locomotives a week," he replied, "we shall be obliged to en-

large our own facilities and build the locomotives ourselves.'

"As that would have taken the Pennsylvania Railroad permanently out of the market, we found a way to fill the order.

"Our salesmen are virtually engineers themselves. Wherever we take them from, high or technical school, we start them in in the drawing-room of the plant. They graduate from this work into the corps of technical representatives we maintain in many foreign countries. Our agents there are leading bankers or merchants. They secure the business and our technical representatives assist them with respect to the specifications, prices, etc.

"We keep our technical representatives at their foreign posts two or three years. At the end of that time they may like to stay. But we tell them—'You have passed through your sophomore year. You must come home and go higher, must become a junior.'

"After they have come back and been again in touch with the works, we put them out in the field, letting them get acquainted and gradually shouldering more and more responsibility. Their daily reports are carefully examined. They are constantly instructed and advised. They continue their technical studies. In this way for several years more they are led or guided until at length they take their places in the organization as mature representatives of the company."

SALESMEN ENGINEERING EXPERTS

These salesmen are, in fact, engineering experts of a high grade. In no other way could the Baldwin Works keep in touch with the important officials of the railroads. A basis of mere solicitation would be absolutely untenable. They must be useful.

"Of course it would be impossible to carry on a business of the magnitude of this without a constant interchange of information and opinion among ourselves," said President Johnson. "We make extended use of the principle of frequent conference, especially in times of emergency."

These meetings also offer a vent for all criticisms and fault-finding, which can thus be answered on the spot. Charges made at other times are not listened to. That, as Mr. Johnson says, has cleared the atmosphere of anything like intrigue.

The advertising which complements the work of the sales force comprises a number of different kinds of matter. Page advertisements are run in the several technical papers of the industry. The endeavor in connection with these is to present pictures of Baldwin-built locomotives in actual use with a description of the conditions and the work performed. As the conditions cover all sorts of grades in all sorts of climate and weather on all sorts of rails of all sorts of weight and gauge, with all sorts of curves and types of work and kinds of speed, it will be realized that information on these points is highly valuable to the railroads.

INFORMATION OFTEN UNOBTAINABLE

It is, unfortunately, not always easy to obtain. Cost-cutting may be interesting to railroad officers, but is also sometimes felt to be far too interesting to the employees. There are other reasons, too. So the data which would be so valuable to all of the railroads and result in a more rapid perfection of design and adaptation of means to uses are frequently refused.

When Mr. Johnson first came into the partnership, he found Mr. Converse, one of the senior partners, making use of a locomotive data memorandum book which he had compiled for his personal information. The book proved of such service in the office that Mr. Johnson persuaded his senior to have it printed in handy form for distribution to those who had need of such information. It was done and more than 100,000 of these books, now handsomely and stoutly bound, have been distributed.

The largest and most powerful locomotive ever built came out of the Baldwin Works in April, 1914, and is now in use on the Erie Railroad. It is 105 feet long,

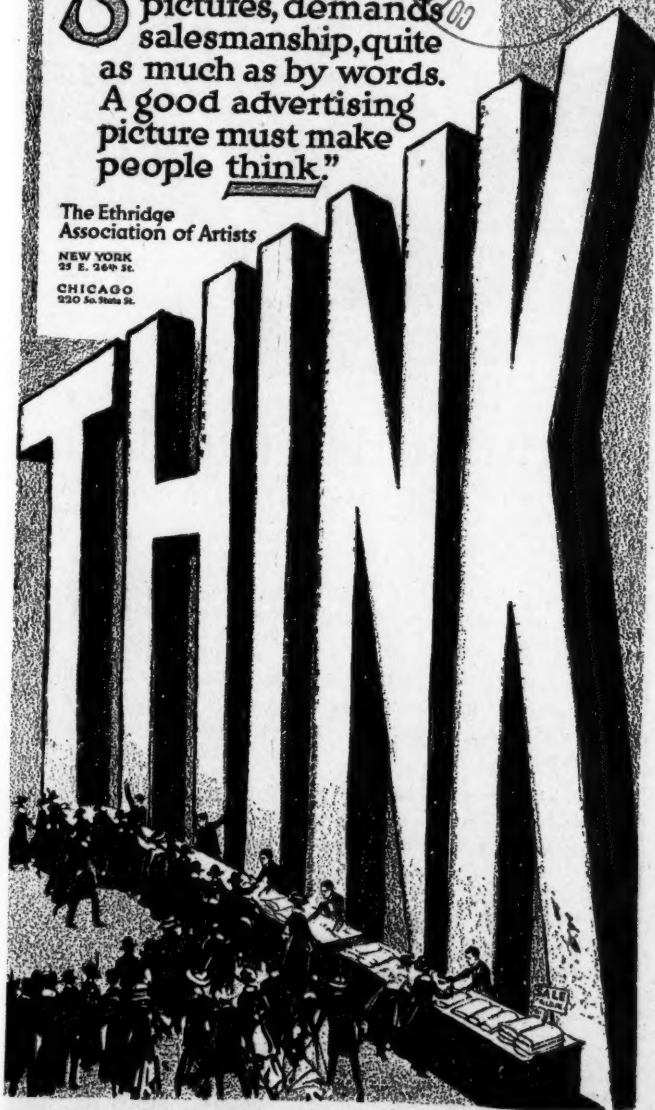


"Selling goods by pictures, demands salesmanship, quite as much as by words. A good advertising picture must make people think."

The Ethridge
Association of Artists

NEW YORK
25 E. 26th St.

CHICAGO
220 So. State St.





Deutsch-Amerika

ILLUSTRATED GERMAN WEEKLY

SINGLE COPY 5c

YEARLY SUBSCRIPTION \$2.50

THE BIGGEST FIVE CENTS WORTH EVER OFFERED
BY A PUBLISHER OF GERMAN PERIODICALS IN THIS
COUNTRY.

Deutsch-Amerika is printed on the finest coated stock permitting superior illustration effects, and develops its reading matter along lines of greatest interest to Americans of German descent.

It has just entered upon its second year of publication, and already gives promise of rivalling the leading magazines of the United States. Its circulation is national.

APPEARS EVERY WEDNESDAY

Deutsch-Amerika completes the line connecting advertisers of staple merchandise and the most desirable German-American homes.

ADVERTISING RATES ON APPLICATION

PUBLISHED BY THE NEW YORKER STAATS-ZEITUNG, NEW YORK



weighs 853,050 pounds, and is capable of hauling a train of 640 freight cars of a total length of $4\frac{3}{4}$ miles and weighing 90,000,000 pounds. This engine, called the triple articulated compound locomotive, is described, pictured and diagrammed in Record No. 81, a handsomely printed and durably bound pamphlet, sent to a mailing list of 1,500 or 1,600 officials and others keenly interested in all such.

PAMPHLETS READ AND SAVED

This particular pamphlet is one of a series which was started back in 1898. Together they constitute a history of the industry since that time, so far as the Baldwin plant is concerned. It is apparent from many incidents that they are often preserved by their recipients and bound up together for consultation.

Two other vehicles of publicity complete the work of this department. Small photographs of locomotives with accompanying data are sent around to concerns which might be interested. The large framed photographs of locomotives are sent out, one or more a day, on request to officials and others who wish to furnish their office walls with pictures of locomotives their road may be using.

These various items furnish the support for the sales-staff and round out the campaign. It is necessarily a conventional and dignified one, but there are degrees of efficiency in conventionality and dignity, and it is evident that the Baldwin type described by Mr. Johnson is a high one.

Welch Grape Juice in Newspapers

The Welch Grape Juice Company will conduct an advertising campaign this year in newspapers of sixteen cities, covering thirteen weeks. This is the first time in ten or twelve years that the company's advertising has appeared in newspapers.

In New York City advertising of the Welch product will appear in subway and elevated cars.

L. E. Swinehart, formerly with the Carl M. Green Company, Detroit, is now associated with Lord & Thomas, Chicago.

Wholesale Men's Furnishings Fight Dishonesty
Investigation of the "by-night" type of men's wear store, which operates successfully only because of its fraudulent practices and its temporary character, is being undertaken by a committee of the Wholesale Men's Furnishings Association and it is hoped that before long the trade will be freed from this particular form of parasite. It is estimated that there are from twenty-five to thirty stores, situated on Broadway and Fifth avenue, which thrive through fake sales and other doubtful methods of merchandising at the expense of the honest retailers. It is to exterminate these that the force of the present attack will be directed, it was said, and the elimination of those in other districts will then, it is expected, be comparatively easy.

The association will be supported in its work by the District Attorney's office and one prosecution has already been undertaken, resulting in the imposition on the dishonest merchant of a fine of \$100. Other prosecutions are now planned, although the investigators point out that it is becoming increasingly difficult to get evidence against shops where unfair competitive methods are in vogue, because of growing care in hiding trickery and in operating just within the bounds of the law. The committee has conferred with Chief Magistrate McAdoo and he has pledged them his assistance. The co-operation of the better class of retail stores has also been obtained.

Arthur Reis, of Robert Reis & Sons, a member of the committee, said that the number of dishonest haberdasheries had been growing rapidly until within the last six weeks, when the investigation's activities have put the dealers on their guard. The common method of doing business, he said, was to hire some store for a week or two and advertise a bankruptcy sale, or to announce that the stock of some other store had been obtained and would be sold at a great discount.—*New York Journal of Commerce.*

When Advertising Men "Devil Fish" Themselves

There is a temptation to theorize in this advertising business. We love to speak of the subtle influence of mass psychology, and great, broad, abstract institutionalism. But I tell you, men, whenever an advertising man resorts to these platitudes he is devil-fishing himself out of an intellectual close call and throwing out a spume of inky blackness under cover of which he hopes to make a mental get-away.—*Homer McKee before the Agate Club, of Chicago.*

Philip B. Ingraham on Dan A. Carroll's Staff

Philip B. Ingraham, for seven years in charge of the advertising department of *Gas Age*, has joined the soliciting staff of Dan A. Carroll, special newspaper representative, New York.

Good-will Appraisal Called Practical

Measurement of So-called Intangible Results of Advertising May Be Made Through Study of Advertising and a Canvass of the Consumers, Says John Lee Mahin

THAT it is possible to measure the good will created by advertising was asserted by John Lee Mahin, now of New York, before a large noon luncheon meeting of the Advertising Club of New York on March 30. Mr. Mahin said that when this measurement was done as a matter of custom it would result in placing advertising upon the same high professional plane as the practice of law.

"Advertising," said Mr. Mahin in opening, "has two results. The tangible can be measured. It is generally assumed that we cannot measure the intangible, which is good will. I propose to show that this good will is not so intangible a thing as we suppose and that it can be measured. And I will show how.

"First, we can measure the amount of money spent over a period, say, of three years. We can take the amount of space and picture it by the graphic method. Then we can put against it the total amount of space it bought. We can cut that space up and say that a certain large percentage of it has been put into the propagation of the ideas. And that another smaller portion of the space, say, five per cent, has been devoted to making the street location of the house known; and two and a half per cent to a name that fits the tongue easily or a mark to identify it; and five or ten per cent more to more or less inconsequential things.

"I say we could do that with more or less facility. We could do it also with competitive articles and check the good will of these against the good will of the goods in question.

"But that is not all. We could

then send out into the field and canvass large enough groups of typical consumers and those who have influence on consumers and in this way get an *accurate appraisal of the state of mind* of those consumers and confidently believe that they are representative of the whole mass of consumers. We should never lose sight of the fact that the opinions, desires, preferences of the consumers are *facts*. We must remember that people do not buy from reason, people buy on statement; they find a reason for it later. Barrett Wendell, of Harvard University, makes a point in one of his books on English literature that would interest advertising men. There are three cardinal elements of style, he says. The first is clearness, a matter of the intellect. Second, force, a matter of *sentiment*. And, third, elegance, also a matter of *sentiment*. I defy you to make any forceful or æsthetic appeal to the buyer which is not an appeal to his senses.

"So the thought I want to give you is that this matter of the appraisal of good will is a matter that deals with such vital things as preferences and prejudices.

"We had two bad failures in Chicago recently. It was generally assumed that they could not have been foreseen with any certainty. But I want to tell you that if the banks that were involved in these cases had sent out men to appraise the good will of these concerns and had found for instance in the case of one of the houses, that when five years ago of every 1,000 people 500 were eating that concern's oysters and that now only 250 were eating them; and that the dealer who served those 250 people were serving more with another brand of oysters; and that the other brand had come up within five years and was advertising more, etc., etc.—I believe that if the banks had sent out and got information like that, they would have sat up and taken notice. That would have been tangible enough for them.

"So much for the method. I believe it is wholly practicable. I have not worked out the details,

WE know that it goes into more than Two Million homes, and that it is a big factor in the maintenance of the tremendous circulation of the Hearst Sunday newspapers.

***The
Biggest
Circulation
in
the World***

YOU know, if you know anything about the big papers of this country, that the Sunday issues of the New York American, Boston American, Chicago Examiner, Los Angeles Examiner, San Francisco Examiner and Hearst's American (Atlanta) are "head-liners" in advertising value.

The Colored Literary Section of these papers offers to buyers of advertising space a lower rate per thousand of circulation than any other national medium.

It offers possibilities for poster effects in colors which cannot be obtained at double our price in any other medium, circulation considered.

***The
Lowest
Rate
in
the World***

If our rate for color advertising were figured on the same basis as the rates of several popular weeklies, the price for our back page would be \$15,000 instead of \$5,000.

Half a page of our Colored Literary Section is larger than a full page of the weeklies. With half a page at a cost of \$2,500, you can command the attention of ten million people, if you figure five members to a family.

The rate for black and white (inside) is \$2.50 a line.

**JUST THINK, \$2.50 A LINE
for more than Two Million circulation!**

Reservations for color pages must be made in advance.

THE AMERICAN WEEKLY MAGAZINE

American Circle Building

Columbus Circle, New York

Chicago Office:
908 Hearst Bldg.

but I hand over the idea as one on which many minds may well get to work in the common interest.

"Now as to who shall apply the measure. I believe it cannot be done by the salesmen. It can't be done by a man who wants to 'put something over,' or by a man who wants to prove something he is already sure of. He is too social, sympathetic and active. He is not in the right mental attitude.

"Neither can it be done by the man of the dreamer or creative type. He will read too much into his investigation, make too much of it.

"The type to appraise good will is the accountant, intellectual, scientific type, which goes out to find things as they are and doesn't care for anything but the truth.

"The social, sympathetic, salesman type of advertising man has had his day of development. I don't mean to say he is going out. By no means. He is always going to remain. What I mean is that the type has come to full flower. It must allow place to the other types. We need the dreaming, creative type more than ever before.

"But this need for appraisal of good will is going to claim more and more attention from advertising and business men, and by giving it this we are going to do something for the advertising business that will place it at last on the same high plane that is occupied by the profession of law. It will be the work of disinterested intellect, of science. It is not a function of the advertising agent to do it. I am convinced from my own experience that he should not have any system or 'ism' idea, propaganda or any particular thing to put over.

"It presents an opportunity for a special service, for auditing concerns or independent investigations, just as the publisher does his special work, and the special representative and all specialized lines of industry. It must come, because there is a need for it and because the means of securing it are, as I believe I have made clear, thoroughly reliable."

Photo-engravers Advance Prices

Because of increased wage scale and a rise in prices of materials, the Photo-engravers' Board of Trade of New York has advanced its scale of prices very materially. In announcing the new scale to customers, the Board of Trade says:

"Cost accounting has finally convinced us that our present methods of charging are neither accurate nor scientific; and after seeing the results of five years' work in cities all over the country from which this scale is computed, we have decided to use it as a basis for selling.

"Inasmuch as this scale has already been adopted in thirty-four cities, and will soon be universally applied, you will suffer no discrimination. To those not familiar with conditions and hence not aware of the necessity for price increases, we might briefly state that the selling price of engravings has steadily decreased, while the cost of manufacturing, marketing and distribution of the product has steadily increased. The point has been reached and passed where the engraver can combat these tendencies by economy of management or increase in output.

"Inasmuch as we cannot decrease our costs under present conditions, the only logical remedy is to revise our selling price.

"We believe that we have your confidence in our statement that our action is a just one; and we also believe that we shall have your hearty co-operation in our endeavor to standardize our product and our prices so as to insure fair play for all."

With the announcement is enclosed a printed list of some of the materials used in photo-engraving, the prices of which have advanced since July, 1914. Copper has risen 46 per cent, zinc 240 per cent and the increase in chemicals ranges from 83 per cent to 1,246 per cent. The last-named huge increase refers to potassium bromide, which sold before the war at 41 cents a pound and now brings \$5.52.

The minimum price for halftone engravings in the future will be \$2.00 and for line cuts \$1. There is no square-inch price for work containing less than 140 square inches, and over that size the price is 15 cents per square inch for half-tones.

Electrotypers have taken this occasion, also, to advance prices, basing their action on the increased cost of materials.

Fenton Kelsey, Vice-President Shuman Agency

Fenton Kelsey has been elected vice-president of the Shuman Advertising Company, Chicago. He has served in the past as advertising manager of the *Public Ledger*, Philadelphia; vice-president and editor of the *Gas Record*, Chicago, and advertising counsel of the Eclipse Gas Stove Company, Rockford, Ill., and General Gas Light Company, Kalamazoo, Mich.

How many thousand catalogs have you needlessly wasted in Europe?

A good many perhaps that exact knowledge of conditions could have saved.

The practice of many American manufacturers of securing lists of names and of mailing expensive catalogs to such names is even more likely to go wrong in Europe than in America.

You probably utilize the services of a good advertising agency in America. Why not adopt the same policy in Europe?

We know the people, the mediums and the rates; besides we are by long odds the best equipped copy and plan advertising agency in Continental Europe.

We make sure of selling and distributing conditions before starting an advertising campaign.

Write us if you want information; no obligation implied. Correspondence in all languages.

SOCIÉTÉ EUROPÉENNE DE PUBLICITÉ

FORMERLY J. F. JONES & CIE. & M. & P. MÉRY
10, rue de la Victoire, Paris, France

Branches in Spain, Portugal, Belgium, Holland
and Scandinavia

Representatives in the United States and Canada:
J. Walter Thompson Co., 44 East 23rd St., New York



Five in One— The Southwest;

The five states of the great Southwest constitute one unit in the consideration of merchandising problems.

The Southwest has its own prosperity—its own transportation and marketing facilities—its own distributing advantages—its own media for reaching the various elements that have to do with successful advertising and selling.

The Southwest is like a separate country—rich, vast, powerful.

The advertiser who says his plans do not contemplate Southwestern activity may well remember that this is the one trade territory to be considered as a golden opportunity *in itself*—without regard to the “plans” made for the rest of the country.

The Holland Plan—originated and put into profitable practice for advertisers by Farm and Ranch and Holland's Magazine—has made of the Southwest a market *unit* which can be considered separately or in

A Merchandising Unit

connection with the campaign as a whole.

No other section offers such favorable advantages for a tryout—for the buying power is here, the distributors are here, and the needed faith in advertised products on the part of jobbers, retailers and consumers *is here*.

We've *sold* the Southwest on the economic value of advertising. Our two publications are not only supreme in circulation, but they are supreme in the confidence of the people.

We have a *proved* plan that will absolutely help you to *get* the Southwest if you are not already here, or *strengthen* your product in the Southwest if you have entered this market and are wondering why "general" advertising has not touched the mainspring of demand. If you want the Southwest, you should use the Holland Plan.

And, remember, the Southwest is *worth having*.

Write for further
information

Farm
and Ranch

Holland's
Magazine

Dallas

The Reward of Merit

The home newspaper of Greater
New York had an increase
of

78,000 agate lines

(About 250 Columns)

of advertising, carried during the
month of March over the same
month last year.

This is a greater gain by far than
that made by any other evening
paper in the Greater City.

That advertisers appreciate a sub-
stantial, high-grade, home circula-
tion is apparent.

The Brooklyn Daily Eagle

*Brooklyn's and Long Island's
Representative Home Newspaper*

Special Representatives,
O'Mara & Ormsbee, 225 Fifth Avenue, New York.

Canvassing as an Aid to the Introduction of a Family of Products

Methods of a Manufacturer in Establishing a Demand for Products Sold Through Grocers and Druggists

By R. E. Dildine

ONE weakness of most house-to-house canvassing campaigns was emphasized by Frank B. Connolly, president of the National Association of Retail Grocers, in an interview on sales promotion schemes published in *PRINTERS' INK* on December 9, 1915.

This criticism was naturally from the retailers' point of view. He referred particularly to the evil of dealers overbuying or being oversold on the strength of tentative orders from consumers which experience has shown are frequently cancelled or repudiated when dealers attempt to make deliveries.

Manufacturers that are experienced in canvassing campaigns are not only familiar with this difficulty and its reactionary effect, but they have also uncovered so many other problems incidental to executing a canvassing plan effectively that serious doubts are entertained regarding the value of canvassing as compared to other methods of sales promotion.

As canvassing is still on trial with most of its exponents a few facts regarding the experience of one large concern will be of pertinent interest to manufacturers contemplating such a campaign.

In the first place it should be noted that this article treats of canvassing as applied to merchandise that is distributed through regular retail channels.

Aid to Dealers

This distinction is important because canvassing is really a method of distribution in itself, as distinct and separate from the dealer avenue as is direct selling to consumers by mail. The two methods are not compatible except under special conditions that make

it feasible to utilize canvassing as a co-operative factor in securing distribution.

The canvassing idea has two theoretical advantages which make a strong appeal to manufacturers. One is the opportunity it affords for personal, human contact with consumers and the other is the supposition that it can be made to pay its own way in the form of immediate sales. Experience shows that results are generally unsatisfactory in both respects.

It is difficult to secure good canvassers and get the work properly executed in all its details, and the cost is usually very high when figured as a percentage of current sales.

Then the volume of repeat business that follows a canvass is an uncertain element. It depends somewhat on the merit or value of an article as compared with competing lines, but the demand is not likely to continue satisfactory unless subsequent consumer advertising of some kind is maintained.

A consideration of these facts makes it an open question with many men who have analyzed the subject whether the same amount of money invested in standardized forms of publicity only would produce equally good or better returns. It is doubtful if any concern has ever made a practical comparative test of that kind, because houses of broad experience in problems of dealer distribution have, as a rule, viewed canvassing in the light of a special campaign to promote distribution or to stimulate a lagging demand.

There is one large corporation in the grocery field that has clung rather persistently to canvassing for many years. This concern has built up a national distribution on a family of products largely in that way, although it has also used

nearly every other form of publicity. The experience of this house is perhaps the most informative example that could be cited.

It has found canvassing very effective, but also costly and hard to manage. However, after its long and varied experience this concern has finally devised a system that is said to be satisfactory. At any rate a campaign now in operation for the purpose of introducing two new products is proving more effective and less expensive than any previous effort.

The following details of the plan were supplied directly by one of the company's executives.

The concern controls an unlimited supply of a certain raw material that is the basis of one staple product and which is also valuable as an ingredient in other products such as soap, washing powder and a certain form of antiseptic. The company has therefore a strong incentive for creating a family of products and a demand for them in order to make a broader market for its raw material.

The present campaign is a combination drive on three products which include the original raw material product, a washing compound and an antiseptic preparation.

The first is sold through both the drug and grocery trade, the second only by grocers and the third only by druggists.

The original product which is well distributed and in good demand is being used as a decoy for getting distribution of the new products.

WHAT ONE CAMPAIGN HAS SHOWN

The company uses the zone system of distribution, maintaining branch houses and sales organizations in various sections of the country. The canvassing campaign is operated in the same way under the direction of branch managers.

The execution of this selling plan is best illustrated by first describing the work of the canvassers, although that is not the initial step in the campaign.

The New England office, for example, maintains four canvassing crews, each one consisting of a crew manager and about twenty canvassers, that being considered the maximum number of workers that one manager can handle effectively. Both crew managers and canvassers are women and they are all remunerated on a salary basis. The managers are paid from \$20 to \$35 a week according to efficiency and length of service. The average pay of canvassers is about \$12 a week. Railroad fare is the only item of expense paid by the company. The manager is the only one that deals directly with the company. She hires her own crew and is held responsible for their work. Her work is checked up by a system of reports. There are several reasons for adopting this particular system of organization and remuneration. The commission basis of remuneration has been found unsatisfactory. It was an incentive to careless and even dishonest work. Canvassers would turn in fake orders and the number of orders that consumers would decline to accept for this and other reasons caused considerable trouble and prejudiced the dealer against this method of sales promotion. This was partly due to the fact that canvassers viewed the work as employment of a temporary character and the out-of-a-job sort were the most available applicants.

The work is now so planned that it furnishes steady employment and thereby makes possible a fairly permanent organization. The qualifications of canvassers are considered from that standpoint. There is a minimum waste of time and energy in training them. A trial of a week or two will demonstrate their efficiency. The system of checking results is so thorough that unsatisfactory work is quickly discovered, and that would mean the loss of regular instead of temporary employment.

It has been figured that a canvasser must make twenty sales a day to be profitable, and each is

(Continued on page 71)

How Leading American Advertisers Use **The American Boy**

SOME months ago we began building a series of folders illustrating how some of the leading, far-sighted, broad-gauged, American advertisers use **THE AMERICAN BOY**. These folders now number 14. The specially prepared advertisements are reproduced, together with descriptive matter showing just what these advertisers have in mind in advertising in this highly specialized magazine. All of the folders were submitted to the advertisers and to the advertising agencies handling the business before being sent out. These folders are not collections of generalities but of facts and figures that show the why and the result of these campaigns. These are valuable to every man who is interested in the science of advertising. They help you to understand the possibilities for immediate and future business in advertising in this leading boys' magazine.

The folders issued (more are to follow) up to date are as follows:

1. Gerhard-Mennen Chemical Co.
2. Simmons Hardware Co.
3. Elgin National Watch Co.
4. United Shirt & Collar Co.
5. Brunswick-Balke-Collender Co.
6. The National Biscuit Co.
7. The Willys-Overland Co.
8. Menzies Shoe Company
9. Holeproof Hosiery Co.
10. Pennsylvania Rubber Co.
11. Preparatory Schools
12. D. M. Ferry & Co.
13. Packard Motor Car Co.
14. Cluett-Peabody & Co.

These folders show what advertisers of shaving soap, hardware, gold watches, collars, billiard tables, cakes and crackers, automobiles, shoes, hosiery, bicycle, motorcycle and automobile tires, seeds, preparatory schools, etc., have in mind in using this great boys' publication.

*We shall be glad to send any or all of
these folders to any one interested.*

Member A. B. C.

THE SPRAGUE PUBLISHING COMPANY

Eastern Manager
E. S. MURPHY
286 Fifth Avenue
New York, N. Y.

J. COTNER, Jr., Secretary-Treasurer
DETROIT, MICHIGAN

Western Manager
J. P. AHERN'S
1418 Lytton Bldg.
CHICAGO, ILLINOIS

COMFORT The American Farmer



IT takes a really progressive magazine to keep abreast of the American farmer of today—and his family. Father is a scientific farmer now, mother a club woman, the

MOTHER



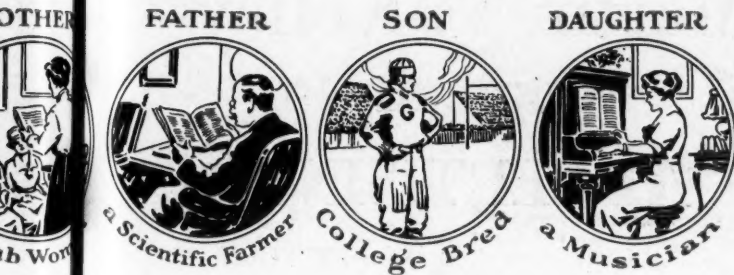
children are going
later to college

COMFORT and
because it keeps
the times—always

IT is read in
month by month
the household. It
range of popular in

With its eight re
ments, each hand
its stirring fic
structive historica
articles it makes stro

Farmers' Complete Family Magazine



en are going to school and
to college

COMFORT lands where it does
it keeps *abreast* of
times—*and more.*

read with interest each
month by every member of
household. It covers a wide
of popular interest.

eighteen regular depart-
ments handled by an expert,
giving fiction and its in-
teresting and educational
makes strong appeal to

the educated, studious, prosperous
farmers of today.

THE coming of COMFORT is a real
event each month in a million
and a quarter homes. It is enthusi-
astically read, advertisements and all,
by *six million people.*

They believe in it—are influenced
by what it says. It is reasonable to
believe they will be influenced by
COMFORT ads. Nearly 28 years of
experience proves that they ARE.

W. H. GANNETT, Pub., Inc.,
AUGUSTA, MAINE.

WALTER R. JENKINS, Jr., Representative
New York Office: 1628 Astorian Hall.

FRANK H. THOMAS, Representative
Chicago Office: 1635 Marquette Bldg.

**The
Martin V. Kelley
Company
ADVERTISING**

TOLEDO
Second Nat'l Bank Bldg.

NEW YORK
171 Madison Avenue

Through the purchase of the business of Bromfield & Field, Inc., 171 Madison Avenue, New York, The Martin V. Kelley Company will establish on

June 1, 1916
An Eastern Office
In Charge of
Russell A. Field

Mr. Field is elected Vice-President of The Martin V. Kelley Company and will act as Eastern Manager.

held to that quota of minimum results. The opportunity to become crew managers is the chief incentive that inspires additional effort in those who are ambitious.

Among other things the company's experience has shown that sales to individual consumers should amount at least to 50 cents in order to conduct this work at a reasonable selling expense.

To meet this requirement the present plan is to offer the consumer the following special assortment proposition:

2 pound packages of the original product25
1 package of the new washing compound25
Total50

As the regular price of the original product is 15 cents a package this offer involves a price concession of 5 cents. These orders are filled through grocers. In addition the consumer is given a coupon that is redeemable at a drug store for one free half-pound package of the antiseptic product, value 15 cents.

The grocer stands the price concession. In fact the company is inclined to encourage dealers to sell that product on that basis.

The company, on the other hand, redeems the coupons at their face value, thereby giving the druggist his regular profit on the free goods thus distributed.

In the course of making actual sales the canvassers utilize the opportunity to suggest new uses for the company's products that have an important bearing on re-orders and volume of consumption.

All orders are taken on a C.O.D. basis regardless of the fact that a consumer may have an account with the grocer on whom the order is drawn. The grocer can of course deliver on a credit basis if desirable. *The company undertakes to deliver all orders*, direct if not through the dealer. A regular form of order blank is used which the consumer is required to sign. The canvasser also signs each order.

Besides the original order three carbon copies are made. The original goes to the grocer. Duplicates go to the customer, the crew manager and the branch office of the company. The records of the company show that their canvassers average a sale to from sixty per cent to seventy-five per cent of the housekeepers interviewed.

Salesmen call on grocers both before and after the consumer campaign. Two methods of selling dealers are used. The grocery trade is canvassed first. The possible market in a town is analyzed in advance and the salesman is given a quota which is based on the theory of selling the dealer three times the quantity of the estimated consumer sales that will be secured by the canvassers.

The salesman explains the consumer campaign to the grocer and asks the number of the latter's customers. If, for example, the dealer has 200 customers the salesman explains that the canvassers will take orders from approximately 150 of them. On that basis the grocer will need 300 packages of original product and 150 of the washing compound to fill those orders and an additional quantity for stock.

SALESMEN'S INDUCEMENTS TO MERCHANTS

The company terms provide extra discounts on quantity orders of 5, 10, 25 and 50-case lots. Such orders may be made up of only one or of all the products providing full cases of each product are purchased.

The salesman is usually able to demonstrate the consistency of a five-case order at least, but he bases his effort on the three-to-one idea previously mentioned and is often successful. The extra discount, on the larger quantities is of course a strong inducement to the retailer if he has a reasonable amount of faith in the company's consumer campaign. No definite promises of consumer sales are made to the retailer, and there is no desire to really overload him. *A special contract is executed with the*

dealer by which the company guarantees the delivery of every order taken by canvassers. The grocer agrees to make an honest effort to deliver orders assigned to him, but if any are declined by the consumer the company agrees that its representative will purchase the goods of the grocer at the retail price and undertake the delivery personally.

Some retailers, however, are naturally conservative buyers. They may be inclined to look favorably on the established product, but entertain a suspicion about the stability of the new one.

The first is practically a staple, but the second is a comparatively new product. Will the canvassers create a demand for it, and if they do will it continue? For cases of that kind the salesman has a harmless little joker up his sleeve. If according to the plan the dealer should have ten cases but insists upon buying only five the salesman ceases to argue that point. "All right," he says, "make it a five-case order, four of the staple and one of new product. You know that you can sell the staple and you surely can't get stuck on one case of the new article." The dealer will usually agree to that proposition. The order goes through to the jobber and is delivered. After the canvassers have been to town the salesman goes back to the dealer with a bunch of consumer orders. The orders call for more of the new product than the dealer has bought. He can't very well avoid placing another order. He may not need five cases more just at that time, but he wants that five-case discount. The bunch of consumer orders look pretty good to him. They establish confidence. So the second order is made up in reverse proportion to even up the supply of both products. The salesman's recall is thus used to good advantage on dealers who bought before the consumer campaign as well as on some who could not be induced to buy anything in advance. There are usually a few of the latter class, especially among smaller dealers.

A local newspaper campaign

on the new product is operated in connection with and following the work of canvassers.

The initial advertisements not only serve to tell the story of the product and its usefulness, but also announce the fact that representatives of the company will call on housekeepers. This paves the way for the canvasser to get a better hearing. One important function of both canvassers and newspaper copy is to impress consumers with the quality of the product and thereby justify the price which is high in comparison with other similar products.

Consumers are instructed how to use the product to demonstrate the degree of efficiency claimed for it. A different plan is used to get distribution for the anti-septic with the drug trade. It will be recalled that consumers who buy the other products from the canvassers are given a coupon that is redeemable at a drug store.

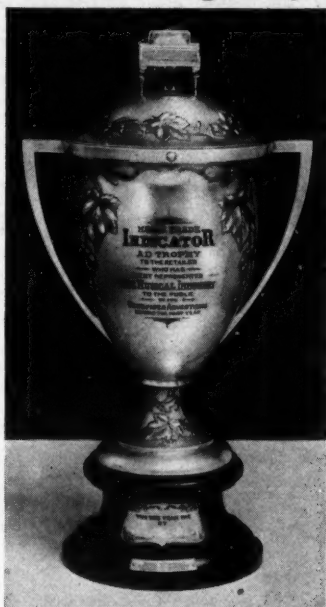
Consumers are allowed to designate the grocer that is to deliver the products purchased, but the company specifies the druggists who can redeem the coupons and druggists are required to place a five-case order in advance to secure the privilege of being designated.

TO INSURE FUTURE SALES

A local newspaper campaign of six months' duration following the canvassing work is also used on this product, and druggists buying ten cases or more are offered the additional inducement of seeing their names at the bottom of a large advertisement that is used in the opening of the campaign. The drug trade is sold prior to both canvassing and newspaper work, and there is no recall by the salesmen. The canvassers are thus equipped with the names of druggists who can redeem coupons.

The newspaper copy on the anti-septic is educational in character. It is in the form of "readers" that look like news. One large double-column ad with a news head is used to start the campaign. This is followed by a series of single-column ads

We Furnish Another Advertising Cup



Dimensions—2 feet 2½ in. high, 1 foot 1½ in. wide—Sterling Silver

The cup designed and made by us for the Printers' Ink Trophy of the Associated Advertising Clubs of the World led directly to our commission from the "Music Trade Indicator" to design the above cup for their Advertising Trophy to be awarded for the best advertising in the Music Trade during 1916.

We especially solicit commissions from advertising associations and clubs.

INTERNATIONAL SILVER CO.
Meriden, Conn.

The World's Largest Makers of Sterling and Silver Plate.

11,121 Gain
IN ONE YEAR

23,492 Gain
IN TWO YEARS

Average daily and Sunday net paid
circulation of

The New York Press

as by U. S. Government Reports, for

Year ending March 31, 1914	83,771
Year ending March 31, 1915	96,142
Year ending March 31, 1916	107,263

Member Audit Bureau of Circulations

varying in size from three to five inches. Light rule borders are used either around the heading or around the whole advertisement to produce the effect of a news display box. The copy is composed of a human interest lead that is followed by educational talk on antiseptic properties of the goods and suggestions for its use.

Five years ago this commodity was dispensed to consumers entirely in bulk by druggists. Most consumers bought it in very small quantities and paid five or ten cents an ounce, according to the whim of the druggist.

It is now sold in packages of two sizes, a half pound for 15 cents and a pound for 25 cents. Jobbers are now handling the product in car lots and ninety per cent of the output is said to be sold in the package form, the aggregate volume of sales having been greatly increased by market development.

Under the present system of operating this sales plan territory is to be canvassed once every two years. Salesmen however call on dealers frequently.

Jobbers are sold on the strength of the dealers' orders, the quantity of the business solicited being double the amount sold to the former. Jobbers are supplied from distributing stations that get the goods in car lots.

The cost of this sales campaign is figured on the immediate carlot business that results from this chain of sales effort in a given territory. On that basis the selling expense is said to average under eighteen per cent.

While this particular concern has worked out a system of canvassing that seems to be effective it does not necessarily follow that the same plan would work equally well if applied to another business.

It may, however, offer some suggestions worth considering by those interested in this subject.

The High Cost of Government

During the last seven years, 6,905,693 publications, estimated to have cost the U. S. Government at least \$3,500,000, are said to have been condemned as waste paper.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, etc., required by the Act of Congress of August 24, 1912, of PRINTERS' INK, published weekly at New York, N. Y., for April 1, 1916.

STATE OF NEW YORK,
COUNTY OF NEW YORK, ss.:

Before me, a Registered Notary Public in and for the State and county aforesaid, personally appeared John Irving Romer, who, having been duly sworn according to law, deposes and says that he is the Editor of PRINTERS' INK, and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations:

1. That the names and addresses of the publishers, editor, managing editor, and business manager are: Publishers, Printers' Ink Publishing Co., 185 Madison Ave., N. Y.; Editor, John Irving Romer, 185 Madison Ave., N. Y.; Managing Editor, Lynn G. Wright, 185 Madison Ave., N. Y.; Business Manager, J. M. Hopkins, 185 Madison Ave., N. Y.
2. That the owners are: Printers' Ink Publishing Co., 185 Madison Ave., New York; John Irving Romer, 185 Madison Ave., New York; Richard W. Lawrence, 185 Madison Ave., New York; J. M. Hopkins, 185 Madison Ave., New York.

3. That the known bondholder, mortgagee, and other security holder owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities is Mrs. Geo. P. Rowell, 10 Spruce St., New York.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

JOHN IRVING ROMER,
Editor.

Sworn to and subscribed before me this
31st day of March, 1916.

CHARLES C. LINK,
Notary Public.

[SEAL.]

Notary Public, Kings County, No. 93.
Certificate filed in New York County, No. 31.
Kings County Register's, No. 7070.
New York County Register's, No. 7065.
My commission expires March 30, 1917.

Selling the "Calls" Your Salesmen Miss

How Various Houses Are Going About It

By John Allen Murphy

ONE manufacturer says that his salesmen are unable to see over sixty-seven per cent of the buyers on whom they call. Either the buyer is out, or he is busy with other salesmen, or it is impossible for any one of a dozen reasons to see him before the traveling man has to leave town. The manufacturer in question regards this as one of his most serious selling problems. It is not only a source of great expense, that is absolutely unproductive, but even worse than that it means his salesmen are working only two-thirds of their territories each time they go over them. The probable amount of business that is lost in consequence is painful to contemplate.

This same problem, in a greater or lesser degree, enters nearly every business that sells its goods through traveling salesmen. Of course there are few firms whose representatives miss thirty-three per cent of the buyers on whom they call. Fifteen, and in some cases even twenty per cent, would come nearer to being the average. The salesmen of the manufacturer referred to call on a great many institutions, and it is often hard to get an audience with the buyer in these places. This explains why they see only sixty-seven per cent of their prospects, and why it makes this such a serious problem for the manufacturer.

PRINTERS' INK recently conducted an extensive investigation on this subject, in which many manufacturers were asked to contribute their experiences to this article. Most business houses admit that this is a problem to which they are obliged to give a great deal of attention, but few of them seemed to have been able to arrive at any solution of the difficulty. Some firms, because they

keep no track of the calls of their traveling men, were of the opinion that their representatives succeeded in seeing all good buyers on whom they called, but after investigating, they were surprised to find that their salesmen scored a high percentage of misses.

CATALOGUE TO MAKE SALESMEN'S CALLS PRODUCTIVE

The Otis Elevator Company, of New York, claims that this is one of the chief difficulties it has to contend with in selling. It will get an inquiry from someone living 150 miles or more from the nearest branch office. A salesman goes to see the inquirer and after wasting a couple of days probably does not even succeed in seeing the party who is interested. If he does see him, probably the fellow turns out to be a mere curiosity-seeker, or maybe all he wants is a little \$85 hand elevator. It has cost the company \$25 or \$30 to find this out. At present this firm is planning on issuing a catalogue giving data, charts and full information about its elevators. The Otis people believe that this catalogue, combined with other suitable literature, will not only back up the work of the salesmen and make their efforts more productive, but that it will also save much of their time. The company has never thought it possible to sell elevators by mail, and it is not going to try to sell them that way now, and is getting out the catalogue only as a help to its traveling representatives.

The sales manager of a Chicago candy house took a flying trip over a small section of his territory. He aimed to call only on the big buyers, and was out on the road less than thirty days. He did a satisfactory business, but



IN these days of Forced-Draft circulation methods, it may be reassuring to advertisers to know that there is one advertising medium, at least, which has consistently increased its circulation by sheer, unexploited, editorial merit.

¶ Popular Mechanics Magazine believes that the only circulation worth while, is that which will bring repeat orders from advertisers. So it insists that a person must want Popular Mechanics Magazine so badly that he will voluntarily, without prodding, go to a news stand and lay down 15 cents for a copy.

¶ Yet, handicapped by this business policy—without even a circulation manager—a comparison of the circulation figures for January, 1916, with the same issue a year ago shows a healthy increase.

	JANUARY 1915	JANUARY 1916
Total Circulation	402,246	439,321
News Stand Delivery	339,500	375,000
Unsold Copies Returned	15,915	18,929
Percentage of Returns	4.6%	5%
Yearly Subscriptions (Paid in Advance)	61,327	64,803
Samples Mailed (Returned Copies)	16,698	18,447
Net Paid Circulation	385,608	420,874

*440,000 copies will be printed
to fill May requirements*

Rate based on 350,000

POPULAR MECHANICS

MAGAZINE

WRITTEN SO YOU CAN UNDERSTAND IT

A Magazine for the home, that does not join in clubbing offers, gives no premiums, employs no subscription solicitors.

6 NORTH MICHIGAN AVENUE, CHICAGO

334,744

[Reported to Post Office Department, April 1, 1916]

Average net paid circulation of

THE NEW YORK TIMES

Daily and Sunday

for six months ending March 31, 1916

334,744

—a circulation which represents in one grouping the largest number of intelligent, discriminating and responsive readers ever recorded by a newspaper.

RECORD OF GROWTH

The circulation reports of The New York Times to the Post Office Department—as required by law—are as follows:

I. Report (average for 6 months)	Oct. 1, 1912	209,751
II. Report	Apr. 1, 1913	228,534
III. Report	Oct. 1, 1913	230,360
IV. Report	Apr. 1, 1914	246,118
V. Report	Oct. 1, 1914	259,673
VI. Report	Apr. 1, 1915	298,248
VII. Report	Oct. 1, 1915	318,274
VIII. Report	Apr. 1, 1916	334,744

CIRCULATION

THE NEW YORK TIMES APRIL 1, 1916

One-Cent Circulation:	
Metropolitan Dealers	221,772
Two-Cent Circulation:	
Country Dealers	79,915
Mail Subscribers	27,360
	107,275
Total Advance Sale	329,047
Advertising Mail List	410
Exchanges	95
Downtown Office	1,820
Main Office	1,523
Annex	1,050
Office Use	600
Total Net Circulation	334,545
No Returns and No Unsold Copies.	

1898—1916

THE NEW YORK TIMES CIRCULATION RECORD

1898, April	25,726
1899, "	76,260
1900, "	82,106
1901, "	102,472
1902, "	104,330
1903, "	105,072
1904, "	110,833
1905, "	122,310
1906, "	126,915
1907, "	144,114
1908, "	165,155
1909, "	176,023
1910, "	181,270
1911, "	191,452
1912, "	225,392
1913, "	246,386
1914, "	266,616
1915, "	317,862
1916, "	334,545

The circulation of the Sunday edition of The New York Times in March, 1916, exceeded 400,000 copies per Sunday.

The advertising rate of The New York Times, 50 cents per agate line, with circulation both Sunday and daily far exceeding 334,744, makes the cost less than one cent a line for each 6,650 circulation—the cheapest, as it is the best, advertising in the world.

The New York Times Leads All New York Newspapers in Volume, as Well as in Character, of General Advertising.

when he got back to the office and started to figure up the details of his trip, he was surprised to find that he had missed forty-four of the 210 buyers on whom he had called.

In other words he had lost twenty-one per cent of his opportunities to make sales and through no fault of his. Thus was brought sharply to his attention a problem that he had never recognized before. As a result of his experience, this sales manager now has his men report every time they are unable to canvass a buyer. They also make a few suggestions as to what they think the buyer could use at the time.

A letter then goes out to these "misses," in which an order blank and a stamped return envelope are enclosed. The sales manager expresses regret that his representative was unable to get a chance to talk to the buyer when he called, and goes on to make suggestions for a mail order, mentioning the very items the salesman said the buyer would probably be in need of. To put a punch in the letter an extra two per cent cash discount is offered provided the order is received on or before such-and-such a date. It is explained that the discount offer is only a temporary concession, justified by the emergency, and that it will not be held as a precedent.

This is one of the most successful plans being used for following up the calls of a salesman where the buyer was not seen. The sales manager says that in the two years he has been using the scheme, it has been bringing orders from eight per cent of the persons to whom the letter is addressed. This is an unusually high average. Of course all firms would not find it practicable to offer that extra discount.

Salesmen are not expected to make sales to everybody on whom they call. An important part of their work is to establish a point of contact between the prospect and the firm they are representing. The salesman is supposed to make a sale if he can, but if not, at least to give the buyer a good impres-

sion of his house. The profit in the future relations of the firm with its prospects depends to a great extent on how well the salesman succeeds in doing this.

IMPERATIVE TO FOLLOW UP A SALESMAN'S CALLS

It costs concerns employing traveling representatives all the way from one dollar up to fifty dollars, and in some cases even more for every call they make. A good percentage of those calls will accomplish no more than establish a point of contact. If it is costing a house, say, \$5 for every call its men make, and if it is considered worth that to have its representative talk to a prospect, even though no sale results immediately, how very important it is that the call of a salesman who did not get a chance to see the prospect be followed up in some effective way.

A Cleveland manufacturer says that it costs him \$6.50 to have his salesmen call on a prospective customer. It costs him that whether or not the salesman succeeds in getting an interview with the buyer. He says, furthermore, that if his representative gets a chance to show his samples and to deliver his selling talk, that it is worth \$6.50, even though he does not get an order every time. This manufacturer believes that when he spends \$6.50 to send his salesman to see a prospective buyer, and for some reason or another his man is unable to deliver his message that it would be mighty poor business policy to fail to do something to try to cash in on the unproductive and expensive call of his representative. He, therefore, has adopted the plan of sending out a high-grade souvenir to all gilt-edge prospects whom his representatives are unable to interview. With it goes a fine, cordial letter, always dictated personally and adapted to suit the requirements of each case. It is not his intention to get orders as a result of this effort. It is merely done for the purpose of establishing the point of contact which the salesman failed to make, and to open up the road for future ne-

gotiations of a more profitable nature. This manufacturer spends as high as \$2.50 for souvenirs. Once he sent out a beautiful Swedish pocket-knife and another time a best quality leather card-case. The man who receives a gift of that kind, unless he is a hopeless ingrate, will thereafter arrange to see the representative of the donor, if it be at all possible.

Sending out samples of representative merchandise and asking for a mail order, is a favorite method of following up the calls of salesmen where they did not succeed in connecting with the buyer. Where this can be done conveniently, it is one of the best methods of dealing with the problem about which this article is written. A Philadelphia novelty house expresses a choice line of samples to the merchant whom its salesman tried to see but couldn't. A letter something in this strain is written:

"If you had an opportunity to look at our Mr. Smith's samples when he was in your city the other day, you would have been especially interested in the items which we are sending you by express to-night.

"Look over those samples at your convenience. You will find the number and the price on the tag on each article. You may retain the sample, free of charge, of each item of which you order at least a dozen. If you wish to keep other numbers in the lot, without ordering any additional, it will be satisfactory to us. They will be billed to you at dozen prices. Kindly return by express, charges collect, any samples which you cannot use."

This proposition has a "kick" in it, which makes it a successful business-getter.

SAMPLES SUPPLEMENT WORK OF ROAD MEN

Several well-known firms in the dry-goods field, such as the Chicago-Kenosha Hosiery Company, find it advisable to send out samples of their merchandise. The following letter from H. J. Winsten, sales and advertising man-

ager of the Kenosha company, gives his views on this matter of missed interviews:

"While we have no positive statistics on the matter, I should say that our salesmen see at least ninety per cent of the dealers upon whom they call. In the first place, invariably our salesmen send a notice to the dealer that they will be there on a certain day. Inasmuch as we have impressed upon our dealers that this call is just as important for them as it is for us, and that our salesmen have in the neighborhood of 300 dealers to call on each season—it is quite the unusual thing for a salesman to be advised to call again.

"In the event, however, that a salesman does miss his call, he invariably makes note of it to us, and we write to the dealer, endeavoring to secure the order by mail. In some cases where the dealer isn't familiar with our line, we even go as far as sending the complete set of samples, so that the dealer may order without the necessity of having another call from the salesman.

"I might say incidentally that I believe our national advertising helps us considerably in this respect, because dealers are quite familiar with our line, and appreciate how strong the consumer acceptance sentiment is with regard to our line."

The last paragraph of Mr. Winsten's letter brings out a point which shows that the salesman who is selling an advertised commodity has the advantage in getting an interview with a prospective customer. A buyer is not so quick to refuse to see the representative of an advertising firm. How advertising helps salesmen in getting an audience with prospects is explained in the following paragraph taken from a letter received from The Robbins & Myers Company:

"There was a time when our salesmen complained of the fact that they had to tell their customers all about the company they represented, and that it was hard to sell some prospects because they did not know the company. Our

Member Audit Bureau
of Circulations

The Baltimore Sun's

NET PAID Circulation
for six months ending
March 31 as shown in
report to United States
Government:

Six Months' Average

Daily Sun . 155,997
Sunday Sun 92,614

NET PAID FOR MARCH

The
Daily Sun 167,524

The
Sunday Sun 97,812

*THE SUN is the only Baltimore paper that continues
to publish daily its comparative net paid circulation figures.*

AUDITORS REPORT



ARTER	AVENUE
1st-1915	108,445
2nd-1915	115,498
3rd-1915	110,586
4th-1914	106,695

1. The Los Angeles Evening Herald
 2. City Los Angeles
 3. State California 4. Year Estab. 1911
 5. Published every evening except Sunday.
 6. Report for 12 month ending 7/30 1915.
 Date Examined December 1915.
 Estimated 1915, 50,000

2nd-1915 110,586
3rd-1915 106,695
4th-1914

Date Examined December 1950,000
Present Estimate 750,000

7. Population, City (Corporate Limits) Last U. S. Census 319,000
Population Trading Territory (Total City and Suburban) 750,000

TRAFFIC CIRCULATION FOR PERIOD COVERED BY SECTION 6, ABOVE:

	MORNING	EVENING	SUNDAY
1950-1951	25,335		

7. Population, City (Corporate Limits)		Population Trading Territory (Total City and Suburban)		PERIOD COVERED BY SECTION 6, SUNDAY	
		MORNING	EVENING		
8. DAILY AVERAGE CIRCULATION FOR PERIOD COVERED BY SECTION 6, SUNDAY		(Regular)	15436		
DISTRIBUTION			19836		

Population, City (Corporate Limited)		Population Trading Territory (Total City and Suburban)		EVENING		SUNDAY	
B. DAILY AVERAGE CIRCULATION FOR PERIOD COVERED BY SECTION 6.							
DISTRIBUTION		MORNING					
		(Regular)					
		(Independent)					
* City Net Cash Paid				15436			
Carriers				19836			
Newsdealers				10766			
Street Sales				44863			
Counter Sales				50			
Mail Subs.							
Suburban Net Cash Paid				15738			
Carriers						106689	
Agents and Dealers							
Mail Subs.							
TOTAL LOCAL (City and Suburban) Net Cash Paid				2460-1157		3617	
Country Net Cash Paid						110306	
Agents and Dealers							
Mail Subs.							
Total Country Net Cash Paid							
TOTAL NET CASH PAID							
† Bulk Sales (Average)							
Net Paid Average							
Service Copies							
Employees and				613		613	
Correspondents and							
City Employees and							
R.R. and P.O. Employees							
Total Service Copies							
Unpaid							
Advs. and Adv. Agts.						577	
Exchanges and						14	
Complimentary						22	
Sample Copies						40	
Office Use and Files							653
Total Unpaid Copies							111573
TOTAL DISTRIBUTION							

Section 6 (b)
Copyright, 1916, by United States Government

who deliver to regular customers and sell
Paragraph (28) also.

Completed
Sample Copies
Office Use and Files
Total Unpaid Copies
TOTAL DISTRIBUTION

111573

See page 15 for
Copyright, 1954, by Audio Research Co.

Reference is made to the fact that the above is the total number of copies of the above mentioned material which has been distributed to regular customers and sell on the streets in the residence sections only, see Paragraph (20) also.

It refers to completed forms received by the above group in 1954-1955 (15) and 1956-1957 (16) and 1958-1959 (17) and 1960-1961 (18) and 1962-1963 (19) and 1964-1965 (20) and 1966-1967 (21) and 1968-1969 (22) and 1970-1971 (23) and 1972-1973 (24) and 1974-1975 (25) and 1976-1977 (26) and 1978-1979 (27) and 1980-1981 (28) and 1982-1983 (29) and 1984-1985 (30) and 1986-1987 (31) and 1988-1989 (32) and 1990-1991 (33) and 1992-1993 (34) and 1994-1995 (35) and 1996-1997 (36) and 1998-1999 (37) and 2000-2001 (38) and 2002-2003 (39) and 2004-2005 (40) and 2006-2007 (41) and 2008-2009 (42) and 2010-2011 (43) and 2012-2013 (44) and 2014-2015 (45) and 2016-2017 (46) and 2018-2019 (47) and 2020-2021 (48) and 2022-2023 (49) and 2024-2025 (50) and 2026-2027 (51) and 2028-2029 (52) and 2030-2031 (53) and 2032-2033 (54) and 2034-2035 (55) and 2036-2037 (56) and 2038-2039 (57) and 2040-2041 (58) and 2042-2043 (59) and 2044-2045 (60) and 2046-2047 (61) and 2048-2049 (62) and 2050-2051 (63) and 2052-2053 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2456-2457 (266) and 2458-2459 (267) and 2460-2

advertising in national magazines, however, has corrected this condition and our salesmen inform me that it hardly ever occurs now that they have to spend any time telling the prospect who the Robbins & Myers Company is and what it does."

Hundreds of advertisers have had experiences similar to those of the Robbins & Myers Company. It is a well-known fact that one of the first and greatest benefits derived from an advertising campaign is the way it prepares the path of the salesman and saves his time in explaining his proposition to buyers.

CAN NEW MEN COVER GROUND THOROUGHLY?

The tendency of many manufacturers frequently to change the territories of their representatives is cited as a source of waste by one of my correspondents. New men, not being familiar with conditions in the territory, lose a lot of time, he believes, and fail to see many good prospects. He reasons that the longer a man is left on a territory, the more familiar he becomes with its peculiarities and the better able he is to cope with them. An Ohio concern was never able to do much business in the South. The salesmen were blamed, and every trip a new man would be sent forth to show what an incompetent his predecessor was. But each new man, in his turn, failed to produce the desired business. Finally a salesman was hired who did a little better than those who preceded him. He told his employer that if he would leave him on the territory, he would eventually conquer the market.

The Southern merchant is different in many respects from his Northern brother. He is more sociable and is likely to spend a good deal of his time outside the store. Salesmen will call at the retailer's place of business time and time again, and find him away each time. Besides, many Southern business men take a siesta in the summer time. Often this siesta becomes a snooze extending well along toward evening. This

salesman from the Ohio firm discovered these facts, and found that it was easy to see a merchant in the evening, even after business hours, and furthermore that the buyer was likely to be good-natured after his nap and to show an interest in any good proposition put up to him. By gaining a knowledge of the conditions peculiar to his territory, this salesman was able to see a high percentage of the buyers on whom he called and as a result he got enough business to justify his expense on the pay-roll.

Some of the manufacturers I interviewed said that they were partially solving the trouble I mentioned by keeping their men on the same territories as long as they possibly could. When a salesman knows his trade well, he can often get an order from a clerk or a department head in the absence of the buyer. Their testimony is interestingly at variance in this respect with that of Alvin Macaulay, of the Packard Motor Company, who in a recent issue of *PRINTERS' INK*, advocated a frequent change of territories for salesmen to keep them from growing stale.

The B. T. Babbitt soap manufacturing company regarding the missed interview said:

"It is necessary for us to work the trade intensively, and therefore, if for some reason or other our representative is not able to get to the buyer on his first call he gets back again to see him very shortly."

This is a common way of handling the matter in the grocery field. Salesmen have small territories and work them often. Therefore, if a prospect has to be passed up on a trip, it is not important.

Many firms, while not working the trade frequently, have their salesmen stay in a town long enough to see all good prospects. In speaking about this the B. J. Johnson Soap Company, of Milwaukee, said:

"Our men are instructed to call back and see buyers that they were unable to see on their first round, and where they are not able to do

so the branch office under which they work writes the dealers that the salesman was unable to see them. We try to impress on them the necessity of working all the trade in a town and taking all the time that is necessary to do it, regardless of train schedules."

Having branch managers follow up the missed call of a salesman is a popular method. The managers handle each individual case as the circumstances seem to justify, even making a special visit to the town, if the chances for business seem to warrant the expense.

HOW AMERICAN OPTICAL COMPANY MEETS THE PROBLEM

As already suggested some firms find it necessary to conduct a form of office selling to back up the work of the salesman and to get business where he was unable to get a chance to talk to the buyer. In this connection the letter, quoted below, from the American Optical Company is interesting:

"We have a careful system of first sending an information sheet to the salesman covering all the customers on whom he is to call. This information sheet contains any matters of interest which may come up in connection with each customer's account. Also a reminder of promises which the salesman may have made in his previous report on this customer. This information sheet is returned to us after the salesman's call, accompanied by the salesman's report. It is gone over carefully here and a letter written to the customer bringing out the points upon which the salesman laid special stress.

"While we have no exact statistics to show the value of this, it happens very frequently that these letters bring forth a large amount of business which was not closed by the salesman, simply because the customer could not give him sufficient time to write up the orders."

The Burroughs Adding Machine Company tells how it handles the problem of the lost interview in the following quota-

tion from a letter received from its assistant general sales manager:

"We do have, to some extent, the situation you mention to contend with, and we have been handling this to some advantage by making it a point to have our salesmen ask for suitable advertising in their daily reports, which enables us to send something appropriate. In our business we have two chances, in that the head of the firm and the bookkeeper would be benefited, and, therefore, if our men cannot reach one of them, he can, as a rule, obtain a hearing with the other, and in that way get a line on how we can be of most service.

"There are certain places where it is desirable to work through the bookkeeper, and other places where it is desirable to start with the head of the firm. Sometimes both doors of approach are desirable."

METHODS OF GETTING AN AUDIENCE IN ADVANCE

Salesmen who carry a big line of samples, like some of the clothing and dry-goods people, do not go to the expense of going to a town without being sure of being able to see at least one good prospect. Provisions are often made for appointments several days in advance. Buyers are often called on the long-distance 'phone and told to reserve a date. Telegrams are sent. The advent of a sale is given a sort of stage setting that compels attention. The salesman arrives in town with a flare of trumpets and a blast of publicity that helps to get him the desired interview.

The mail campaign to back up the efforts of the salesman is becoming increasingly popular. It is realized that a salesman cannot do his best unless he feels the push of the house behind him. Direct advertising to the trade makes it easier for the salesmen to get to the buyer, it saves him time in stating his proposition and it brings mail orders when the salesman is unable to get a chance to talk to the buyer.

A Banker's Estimate of the Live-Stock Industry

A healthy condition of the live-stock industry is of greater importance to the nation than the building of the Panama Canal. This is the opinion recently expressed before the Advertising Association in Chicago by JOHN FLETCHER, vice-president of the Fort Dearborn National Bank. It is rather a large view of the matter, but even that comparison did not satisfy the banker. He declared further that the stock industry "is more valuable to the banking interests than all the gold mines in the western hemisphere." Now he is talking in banker's terms; doubtless he found the figures on which to rest the comparison. But Mr. FLETCHER capped his climax by maintaining that the stock industry is "more intimately connected with the well-being of our people than any other industry in the whole land."

Pigs and Pianos Go Together

Facts have recently been collected concerning farm homes in Illinois. Farms in counties covered by rich, dark prairie soil are shown to have distinctly better homes than those on thin, poor land. On the rich land fully three-fourths of the farm houses are two-story structures, and about that proportion have screens on all doors and windows. On the poor land about three-fourths of the houses are one-story buildings, and less than half of them have screens.

In the possession of furnaces, water systems, pianos, books and periodicals there is a similar contrast in favor of the homes on rich land.

Good land is shown to be the basis of comfort and culture. Pigs and pianos go together to this extent: that the farm which is fertile enough to grow lots of corn to raise lots of pigs is the one which can afford a piano.

The stock grower's favorite newspaper is THE BREEDER'S GAZETTE.

There is almost unlimited potential buying power behind its circulation. That is why THE GAZETTE makes good.

THE BREEDER'S GAZETTE

Established 1881 "The Farmer's Greatest Paper" \$1.00 per Year

Sanders Publishing Co., 542 South Dearborn St.
Chicago, U. S. A.

Member Audit Bureau of Circulations.

Western Representative
Inc.
GEO. W. HERBERT,
600 Advertising Bldg.,
CHICAGO, ILL.



WALLACE C. RICHARDSON,
Inc.,
Eastern Representative,
381 Fourth Ave.,
NEW YORK CITY.

<p>ESTEEM</p> <p>IN WHICH</p> <p>GERMAN READING PUBLIC</p> <p>IS HELD BY</p> <p>Prominent Patriotic Americans</p> <p>IS ATTESTED BY SPEECHES OF</p> <p>LINCOLN JEFFERSON</p> <p>AND THOUSANDS OF OTHER STATES- MEN AND SCHOLARS</p>	<p>The Connecting Link is the</p> <p>ILLINOIS STAATS- ZEITUNG</p> <p>Established 1847</p> <p>IN CHICAGO</p>	<p>PRESTIGE</p> <p>OF OUR</p> <p>NEWSPAPER</p> <p>IS ATTESTED BY</p> <p>ARTICLES</p> <p>WRITTEN EXCLUSIVELY FOR OUR PAPER BY</p> <p>Ex. V.-Pres. Fairbanks Wm. J. Bryan Senators: Borah, McCumber and Sherman; Congressmen: Buchanan, Kindel and Vollmer; Judge Grosscup, Professors: Boaz, Burgess, Funk, Henderson, Jordan, Sanborn, Scherger, Schevill, and Stowell SPEECH BY Theodore Roosevelt</p>	<p>WEALTH</p> <p>OF THE</p> <p>GERMAN READING PUBLIC</p> <p>SHOWN BECAUSE</p> <p>CHICAGO</p> <p>IT OWNS</p> <p>OF ALL THE 58% DRUG STORES</p> <p>OF ALL THE 50% REAL ESTATE Outside Loop</p> <p>OF ALL CRO- 42% CERY STORES</p> <p>OF ALL 33% DEPOSITS IN SAVINGS BKS.</p> <p>OF ALL THE 30% AUTOMOBILE LICENSES</p>	<p>The Connecting Link is the</p> <p>ILLINOIS STAATS- ZEITUNG</p> <p>Established 1847</p> <p>IN CHICAGO</p>	<p>VALUE</p> <p>OF OUR</p> <p>NEWSPAPER</p> <p>PROVEN BY</p> <p>Steadily Increasing Circulation</p> <p>AND BY FACT THAT</p> <p>65% OF ALL OF OUR SUBSCRIBERS</p> <p>DO NOT TAKE ANY OTHER NEWSPAPER</p> <p>(Daily or Sunday)</p> <p>INTO THEIR HOMES.</p> <p>THIS EXCLUSIVE CLIENTELE SPENDS OVER</p> <p>\$30,000,000</p> <p>ANNUALLY EXCLUSIVE OF RENT</p>
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"The Rexall Store" Not a Trade-mark

Danger in a Multiplicity of Trade-Marks Shown in Case of United Drug Company Against Boss Manufacturing Company—Reason for the Decision of the Patent Office

THE old adage that too many cooks spoil the broth can be paraphrased to the effect that too many trade-marks may spoil the protection on branded goods. This seems to be the moral to be drawn from a recent experience of the United Drug Company. As the result of an appeal taken to the highest tribunal at the United States Patent Office this company has been told, in effect, that although the widely advertised word "Rexall" is a perfectly good trade-mark, the phrase "The Rexall Store" cannot be stretched to trade-mark status, especially when there are other marks employed on the goods involved.

Advertisers are likely to find an element of especial interest in this late decision in that it differentiates sharply between a trade-mark use and an advertising use of a word or phrase. That is the rock on which the "Rexall" bark was wrecked in this particular instance. The reviewing authority at the Patent Office held, with reference to the imprinting on goods and containers of "The Rexall Store," that "the purpose evidently was to advertise the stores rather than to indicate the origin or ownership of the goods."

It is not certain that the United Drug Company could have prevented the Boss Manufacturing Company from registering "Rexo" as a trade-mark for gloves of canvas and cotton, even if there had been no issue as to multiplicity, but the Patent Office arbiters, in passing judgment, stated frankly that the surfeit of marks weakened the case for the Rexall interests. The plea of the United Company was that "Rexo" should not be sanctioned for the gloves marketed by the Boss Company because of the prior use of "The

Rexall Store" on white-duck coats, caps, rubber gloves, etc. Both the Examiner of Trade-Mark Interferences and the First Assistant Commissioner of Patents, held that the two classes of goods did not seem to conflict, and in support of this view of the matter recalled the previous decision at the Patent Office that "President" on suspenders does not conflict with "President" on hose-supporters.

NOT A BLANKET MARK

What seems, however, to have really turned the balance against the United Company was that "The Rexall Store" imprint was not the only mark of identification on the Rexall gloves—the United product that most closely paralleled the Boss line. On the United Company's gloves of one quality was found the trade-mark "Maximum," and the gloves of another quality from this same source were trade-marked "Roxbury." It was held further to weaken the case that the display of the phrase "The Rexall Store" was more prominent upon containers than with respect to the actual goods, and that the words were used on cartons "in a way different from ordinary trade-mark use."

Summing up the case on the main issue involved—the multiplicity of marks—the opinion from the Patent Commissioner's office says: "Indeed, when taken with the real trade-marks 'Maximum' or 'Roxbury' it is questionable whether the use of 'Rexall' on gloves is a trade-mark use at all." As having bearing on this question the reviewer of the appeal cited the cases of Cluett, Peabody & Company and Stephen F. Whitman & Son, two trade-mark disputes the disposition of which aroused considerable interest on the part of advertisers.

The outcome of this "Rexall" incident should not be taken to mean that the Federal censors of trade-marks offer objection to multiplicity of trade-marks under more plausible circumstances. The Patent Office has repeatedly ruled that a manufac-

turer may use several trade-marks upon a single article, if he so desires, and in the case of the *Lester H. Greene Company vs. Scott & Bowne*, held that it was immaterial that an applicant was seeking registration for only one trade-mark, although other and additional trade-marks were also in use upon the label or wrapper of his goods.

PAST RULINGS OF THE COURT

Courts of the United States have held to this same effect. The Supreme Court of the United States has passed on several such cases, but in most of the cases that went to the highest court in the land the issue was not a straight one of multiplicity of marks, but the involved one of the possibility of securing trade-mark protection for grade marks. Here yawns one of the pitfalls of this section of the trade-mark field. An advertiser may secure registration certificates all right for several different bona-fide trade-marks for use on one and the same article, but he will be denied Federal sanction for any mark or marks which merely indicate grade or quality. This, in effect, was the mandate of the United States Supreme Court in the cases of the *Amoskeag Manufacturing Company vs. Trainer* and in *Lawrence Manufacturing Company vs. Tennessee Manufacturing Company*. In both cases effort was made to secure trade-mark standing for various alphabetical letters or combinations of alphabetical letters which the court concluded were nothing more nor less than grade-marks.

This particular danger attendant upon multiplicity of trade-marks—a danger quite as real as that which has been disclosed in the current *Rexall* decision—was likewise indicated by the Patent Office officials in disposing of a controversy between the *United States Playing-Card Company* and *C. M. Clark Publishing Company*. The officials held that the price-lists and sample packs of cards indicated that the company had adopted the mark in controversy in order to designate a certain grade

or style of cards and distinguish this product from numerous other styles made and sold by the same company. No evidence was found to indicate that the mark had been used, as the true trade-mark must be, to indicate the origin or manufacture of the cards.

In the case of the *International Cheese Company vs. The Phoenix Cheese Company*, the Supreme Court of New York held that the fact that a manufacturer of cheese had a trade-mark which he used on all his products did not destroy his exclusive rights to a trade-mark which he applied to cream cheese, supplementary to the use of the common or "family" trade-mark. This ruling is of the utmost importance in view of the tendency on the part of firms to market a diverse line of products under one common name such as "*Beech-Nut*," but with the possibility that in some instances it may be desirable to make use of an individual trade-mark for one specific product in addition to the "family name" that carries the burden of the advertising prestige.

There is no reason why a manufacturer of tooth-brushes should not use as many as six different trade-marks on the same brush, declared the Federal judges who decided the case of *Loonen vs. Deitsch*, and, of course, their logic applied with equal force to articles other than tooth-brushes. The same principle was affirmed last year in the legal conflict between the *United Lace & Braid Manufacturing Company* and the *Barthels Manufacturing Company*. One trade-mark, it has been held, may be used on the front of an article and another on the back of the article. In the case of *Dixie Cotton Felt Mattress Company vs. Stearns & Foster Company*, it was made clear that there is no objection whatever to the use of different trade-marks on different grades of goods so long as all the different marks indicate origin and ownership rather than mere grade or style. Under such circumstances, however, the primary purpose of each mark must be to indicate origin and not quality.

Competing With the Advertiser

It is quite important to the manufacturer in the East to realize what local competition he will have to meet, when he undertakes to introduce his merchandise into a new territory, or to stimulate the demand by advertising.

While Nebraska stands among the four or five leading states of the Union in farm wealth and production, she drops far down the line in manufacturing, being the 25th in importance at the last Census.

Take a few of the important Middle Western states for comparison:

ILLINOIS	manufactured products are worth	\$1,919,277,000
WISCONSIN	manufactured products are worth	590,306,000
INDIANA	manufactured products are worth	579,075,000
MISSOURI	manufactured products are worth	574,111,000
KANSAS	manufactured products are worth	325,104,000
IOWA	manufactured products are worth	259,238,000
NEBRASKA	manufactured products are worth	199,019,000

True, manufacturing adds to the wealth of a state, even as agriculture, but it lessens the opportunity of the advertiser from outside.

A people exceeding prosperous, with the western "buying" disposition; ideal and responsive retail centers; a few mediums to use. Your problem of distribution is simplified in Nebraska.

Your advertising will make good in Nebraska

This advertisement is published under the Auspices of the Nebraska Publishers' Bureau, consisting of the following principal publications of the state:

Twentieth Century Farmer
The Nebraska Farmer
Nebraska Farm Journal
Deutsche Omaha Tribune
The Hospodar (Omaha)

Omaha Bee
Omaha World-Herald
Nebraska State Journal
Lincoln Daily Star
Norfolk Daily News

Fremont Tribune
Beatrice Express
Hastings Tribune
Nebraska City News
Nebraska City Press



Our
Principal
Business
In
Nebraska



MAX HOLTZ and ROBERT WOLFERS

Announce

Their Purchase of the Controlling Interest in

THE AUTOMOBILE BLUE BOOK PUBLISHING Co.

and

THE MOTOR PRINT Co.

The Control of These Properties Will
Hereafter Be Held By

THE ASSOCIATED BLUE BOOK PUBLICATIONS (A Corporation)

MAX HOLTZ, *President*

ROBERT WOLFERS, *Treasurer and General Manager*

DIRECTORS

Max Holtz

Horace M. Swetland

Robert Wolfers

THE AUTOMOBILE BLUE BOOKS

The Standard Road Guides of America

Published by

THE AUTOMOBILE BLUE BOOK PUBLISHING Co.

MOTOR PRINT

The Monthly Magazine of Motoring and Recreation

Published by

THE MOTOR PRINT COMPANY

G. T. BINDREUTEL,
Editor

BROCK MATHEWSON, *Vice President and
Director of Advertising.*

PUBLISHING OFFICES

New York, 243 West 39th Street Chicago, Mallers Building
San Francisco, Pacific Building

BRANCH OFFICES, PHILADELPHIA, CLEVELAND, DETROIT

Some Loose Selling Ends Government Found in One Industry

Muslin Underwear Manufacturers Help Department of Commerce in Investigating Cost of Production

MOST of the readers of **PRINTERS' INK** are not directly interested in the manufacturing problems confronting the muslin-underwear makers, whose business has recently been investigated by the United States Department of Commerce. They are interested in the sales problems, however, that were unearthed by the nine investigators, who obtained reports from sixty-five establishments located in nine different States—manufacturers whose aggregate sales last year amounted to upward of \$15,000,000. The necessity of meeting the style changes promptly, discount concessions demanded by retail merchants, the effect of mail-order competition, "special sales"—these are some of the features brought out in the report of the investigators.

That the proverbial American love of novelty—more a feminine trait than a masculine, perhaps—must be reckoned with in manufacturing and selling women's muslin underwear is a fact strongly emphasized in the report. Everywhere the investigators were told the same story as to the need for frequent innovations in style in order to keep the trade pot boiling. Some manufacturers, it was found, prefer to have salesmen cover the same territory once every three months, but it was admitted that this could not be done satisfactorily unless the salesmen be fortified with a constant stream of new designs. To that end, many a firm now makes a practice of sending new designs to salesmen while on the road. The salesmen themselves are expected to hold up their end of this insatiable quest for novelties by being ever alert for new styles and by buying samples and sending them to the factory as quickly as new things are discovered.

Uncle Sam takes the position,

in this report, of an advocate of better salesmanship. Referring to the muslin-underwear line, it is declared: "There is no doubt that many manufacturers are losing money each year by not employing competent salesmen. Numerous instances were observed where a small manufacturer was supervising the factory, doing the designing and at the same time trying to do the selling. The idea seemed to be that this practice was a great economy, when, as a matter of fact, a good salesman would have greatly increased the business of the factory, at the same time giving the manufacturer more time to devote to the administration and manufacturing ends of the business."

BUYERS STILL SEEK PERQUISITES

Bribery of buyers by salesmen was denounced as an evil by some of the manufacturers who gave the Government investigators the benefit of their experience. Said one manufacturer: "I know of a salesman who makes \$22,000 a year and he pays the buyers. All merchants are satisfied if the buyers make good, even if they use bribery." This view was not taken by any large proportion of the manufacturers visited, but it was pretty generally admitted that the perquisites expected by buyers constituted something of a burden. In New York City complaint was constantly heard concerning the cost of entertainment for out-of-town buyers—an expense that is said to be constantly growing larger—and salesmen reported that in many of the small towns throughout the country "the buyer expects a present of an expensive garment after purchasing a bill of goods."

That manufacturers are themselves to blame for this unsatisfactory phase of the selling situation is the view of a reliable man-

ufacturer, who is quoted as saying: "The practice of receiving presents and accepting entertainment is due not to the buyers, but rather to the manufacturer himself, who has brought about this state of affairs. Competition has always been very keen, and salesmen started entertaining buyers when they came to the city to keep them away from competitors. This has become a custom, and buyers have come to expect it."

The demands upon manufacturers for concessions in the form of extra time, dating and trade discounts are also put forward as among the problems now confronting producers in this line. On this score the report says: "The usual time and cash discount to jobbers is 3-10 (that is, three per cent discount on bills paid in ten days) and 2-10-60 (two per cent on bills paid in seventy days), and to retailers is 8-10 and 7-10-60. Two establishments gave an actual discount of eight per cent or over; eleven an actual discount of between seven and eight per cent; fifteen concerns from six to seven per cent; ten between five and six per cent; three between four and five per cent; eleven between three and four per cent; eight between two and three per cent, and four between one and two per cent. Because of special discounts allowed, the actual discounts taken were in some cases higher than the discount usually allowed."

In the estimation of most of the manufacturers visited, mail-order houses are not injuring the retailers in the distribution of women's muslin underwear. Says the report: "The business of mail-order houses is constantly increasing, and a considerable amount of women's muslin underwear is handled by these concerns. It was stated by manufacturers that the mail-order houses buy very close and usually want the cheaper grades of goods."

"There is a demand in rural districts and villages for garments very profusely trimmed with cheap lace and ribbon, and many manufacturers are turning out goods of this kind for the mail-

order trade. The mail-order houses are in the market for left-over stock, salesmen's samples and returned goods. Among manufacturers it is the general opinion that retailers are not hurt much by mail-order houses, as the latter's customers are generally in remote parts of the country, where merchants carry little, if any, muslin underwear in stock."

Inside facts are given in this report regarding the "special white sales," which, following the example of the Bon Marché in Paris, have become an annual or semi-annual feature of department stores and other retail establishments all over the United States. It is disclosed that as a rule goods are specially made up for these sales, and, indeed, not a few of the manufacturers rely upon the demands for the January and February or May and June white-goods sales to keep their factories in operation in off seasons. Referring to the special sales, one manufacturer is quoted as saying: "They are supposed to be sales of left-over goods at reduced prices, but really much of the goods is new."

Increasing demand for immediate deliveries is cited as one of the problems confronting manufacturers in this field. Moreover, this is an especial hardship on account of the continual change of styles and the utter impossibility of making up a large staple stock. Unjustifiable cancellations of orders and returns of goods are bitterly complained of in this field, as in other branches of the clothing industry. A "trade-abuse committee" organized by the manufacturers is making progress in cutting down the number of unjustifiable cancellations.

WHERE THE LEFT-OVERS GO

Left-over goods are, of course, a bugbear, and the Federal investigators found in vogue various methods for disposing of them. Such goods must always be sold at a sacrifice, and the manufacturer who is able to sell such goods at cost usually considers himself lucky. One manufacturer declared that such goods must



How Harry W. Ford Gained His Success

Harry W. Ford, President and General Manager of the Saxon Motor Company, started in the automobile business six years ago as secretary to the Chalmers Motor Car Company. At the end of his first year, he was made advertising manager of the company.

The following year, he left the Chalmers Company, and with a capital of \$200,000 organized the Saxon Motor Company. In less than two years, he has increased the capital to \$5,000,000.

The marvelous rapidity with which Mr. Ford achieved his unparalleled success was due largely to the fact that he was **prepared** and **fitted** to grasp the opportunities ahead of him. When he took his position with the Chalmers Company, he knew practically nothing about automobiles. But what he knew was something that was far more vital—he **had mastered the broad fundamental principles on which all business is founded**. His knowledge of business was at no time limited to his own particular work.

It is just these broad business principles and the application of them to individual cases that the Alexander

Hamilton Institute is teaching to more than 35,000 men in America today. The Institute collects, classifies and transmits to you, through the Modern Business Course and Service, the best thought and practice in modern business.

Mr. Ford says of the Alexander Hamilton Institute:

"I read your Modern Business Course about two years ago, and feel that I derived a great deal of benefit from it. I would recommend the Course to anyone who wishes to make a systematic study of those subjects which are of importance to every business manager. Many men say they cannot afford the time for study of this kind. For my part, I do not see how they can afford **not** to take the time to do so."

Both business and educational authority of the highest standing is represented in the Advisory Council of the Alexander Hamilton Institute. This council includes Frank A. Vanderlip, President of the National City Bank; Judge E. H. Gary, Chairman of the U. S. Steel Corporation; John Hays Hammond, the famous engineer; Joseph French Johnson, Dean of the New York University School of Commerce, and Jeremiah W. Jenks, the statistician and economist.

"Forging Ahead in Business"

A careful reading of this 128 page book, "Forging Ahead in Business," copy of which we will send you free, will repay you many times over. It will help measure what you know—what you don't know, and what you should know—to make success **sure**. Simply send the coupon below for your copy:

ALEXANDER HAMILTON INSTITUTE

214 Astor Place

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Send me "Forging Ahead in Business"—FREE



Name.....
 Business.....
 Address.....
 Business.....
 Position.....

Why the ELLIOTT?

Probably every business house having lists of names to be addressed regularly, appreciates the *economy* of the addressing machine. One boy or girl can address with an Elliott in one hour as many circulars, statements, etc., as fifteen or twenty can address by hand. Not only time and wages are saved, but the work can be done on the exact day desired—it can be pushed out, accurately.

ELLIOTT Addressing Machines

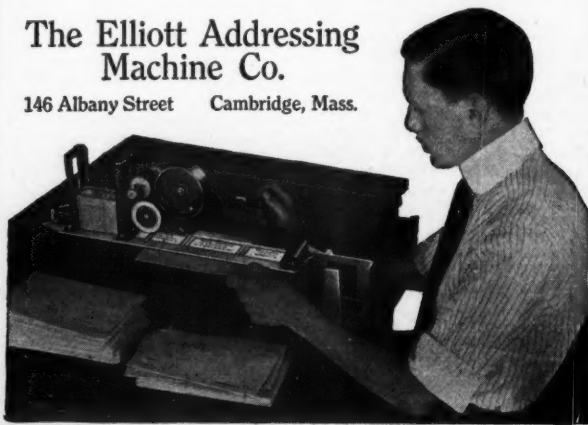
But why the Elliott? It has few parts, easily kept in order. It is the only addressing machine that prints in sight. It is compact, very durable and the only noiseless addressing machine. \$35 model addresses 1500 names; others up to 6000 names per hour.

Its *stencils* are of fibre, with round corners and clean to handle. They are furnished in eight different colors and the margins can be written upon. Each stencil will print over 50,000 addresses. A tray of 250 stencils weighs but two pounds.

Try an Elliott Addressing Machine in your own office for thirty days. Write for particulars and catalog.

The Elliott Addressing
Machine Co.

146 Albany Street Cambridge, Mass.



usually be sold "at from thirty to fifty per cent of the original price." Another reported, "No man can come out whole on goods left over. He will not come out at cost, counting the selling and overhead expenses." A third explained that "Left-over goods, sample lines, etc., are generally sold to department stores and other large merchants for their 'white-goods sales' at about 33 1-3 per cent off. The loss on sample lines of this firm amounts to about \$3,000, or one and one-half per cent, on sales a year."

Selling direct to retailers is supposed to be a means of increasing profits, as was pointed out in the reviews in PRINTERS' INK of the Governmental investigations of the hosiery and knitwear industries, but the rule does not hold good this time. The muslin-underwear report says: "The impression very generally prevails that establishments which sell direct to retailers realize larger profits than those which sell to jobbers, but so far as is shown by the data collected in this investigation, the contrary is found to be the case. Thirteen manufacturers selling mostly to jobbers had an average manufacturing profit of 7.40 per cent and an average final profit of 7.07 per cent, based on net sales. Forty manufacturers selling mostly to retailers had smaller percentages of profit—6.38 per cent manufacturing profit and 5.72 per cent final profit. The smaller per cent of profit earned by the manufacturers selling mostly to retailers is accounted for by their higher selling expense, which averaged 8.86 per cent of the net sales, while the average selling expense of manufacturers selling mostly to jobbers was 4.98 per cent."

Achenbach Leaves H. J. Heinz Company

M. S. Achenbach resigned on April 1 as advertising manager of the H. J. Heinz Company, of Pittsburgh. No successor has yet been announced.

The annual convention of the National Association of Retail Grocers will be held in New Orleans May 8, 9, 10 and 11.

Growing Larger at Every Tick of the Clock!

As rapidly as workmen can be drawn, Bridgeport's newly completed factory buildings are being put into operation.

Within a few months, it is expected that Bridgeport's increase in population will amount to 30,000.

Bridgeport (Connecticut)

"The Essen of America"

covered adequately by one medium and by that medium alone.

Post and Telegram

Largest Circulation of any Bridgeport paper by many thousands!

Julius Mathews Special Agency
Boston—Chicago—New York

Co-operative Stores That Have Succeeded in America

Obstructions Must Not Be Placed in Way of Buyers or Members, as Was the Case of Patrons of Husbandry Movement—Modification of English Idea That Succeeds Here at Home

"ROUGHLY estimated, there are 50,000,000 members of co-operative associations throughout the world, representing a population of 250,000,000, and the plan has been spreading at an accelerating rate, doubling itself, say, every ten years," says N. O. Nelson, of Edwardsville, Ill., in an article published in the *Grocery World*. Mr. Nelson has been a promoter of such enterprises for many years in various parts of the country.

"The Americans have lagged far behind Europe and the Orient in this movement," he says, "but there is a substantial start, and it is sure to come.

"The famous twenty-eight weavers and socialists of Rochdale, England, started the co-operative store plan in 1844, contributed \$3 apiece in 4-cent weekly installments until they had \$140. With this they bought staple groceries and retailed them at the full market price, for cash in hand, out of the little 'Toad Lane Store,' costing about a shilling a week rent.

"They had no hired help, and they found themselves possessed of about \$200 when the first stock was sold. Every member received a token, showing the amount of his purchase, and at the end of three months he received credit on additional shares; on the shares he received interest. Non-members received half dividends in money.

"The essential of this Rochdale plan, which has spread the world over, was cash payments and the profit going to the purchaser instead of to capital. Jumping a period of seventy years, Great Britain's co-operative stores now have a membership of over 3,000,000, retail sales of

\$180,000,000 a year, manufacturing and wholesale business of \$220,000,000, and annual net profits of \$70,000,000.

"The system is democratic; every member has the same vote, whether he holds a single share on which he has made a small initial payment or whether he holds the maximum shares allowed. Every member pays the same price in a productive enterprise, and whatever profits are made he gets his share according to the amount he has contributed.

CAUSES FOR FAILURE

"In the Seventies the Patrons of Husbandry movement ran largely to co-operative stores; the country was full of them. The Patrons took the co-operative idea, but not the Rochdale plan. They sold on credit; they sold at cost; they limited the membership to a class. Any of these motives was obstructive; combined, they made success impossible.

"Innumerable stores have been started from that time to this, but rarely on the Rochdale plan—always with some Yankee improvement.

"There are probably a thousand co-operative stores in the United States; a few of them five years old. They start with wrong ideas, without sufficient membership or capital or competent management, and, of course, fail. There are a number of stores in the United States fully established and prosperous, but probably not over one per cent of those that have been started in the last forty or fifty years.

"The Johnson County store in Olathe, Kan., is a notable survival of the grange stores. It started in 1870, has always prospered and is the chief store in that town or section; but, unfortunately, shareholding is limited to Patrons of Husbandry, and these gradually dying out. It has long been merely a joint stock company, earning large profits for its few and fewer stockholders.

"There are a goodly number of co-operative stores in California, in Washington, in Minnesota and in New England; but few of



CHARLES DANIEL
FREY
COMPANY

Advertising Illustrations

MONROE BUILDING
CHICAGO

An Idea That Is Making Good



**THE
KNICKERBOCKER PRESS**

COVERS

Albany, Troy, Schenectady
and The Capitol District

FOR YOU

RATE, SIX CENTS FLAT

*Advertisers, Sales Managers and
Space Buyers are requested to write*

THE KNICKERBOCKER PRESS
FOR FACTS

Member of A. B. C.



WALTERS & MAHON

Incorporated

"Printing that Pulls"

64 Church St., New York

PHONE CORTLANDT 1087 - 1088

THIS publication is acknowledged to be the best specimen of typography in the house-organ field. We print it. A sample copy will tell you a more eloquent story than we can write. Mailed on request.

See our advertisement in printers' combination on page 114



80 MARRIAGES *Per Hour*

means 700,700 "new families" in the United States every year. Every one of these new families needs at least a bed to sleep in and a table to eat on, and 306,600 of them each year move into a brand new home which is furnished complete by goods sold through furniture and home furnishing stores. You can reach the merchants selling those goods, to secure distribution of your product, by using the advertising columns of

The Grand Rapids Furniture Record

(MEMBER A. B. C.)

The National Journal of the Furniture and House
Furnishing Trade

Periodical Publishing Co., Publishers, Grand Rapids, Mich.

New York Office, 101 Park Ave. L. C. Stewart in Charge.

Phone Murray Hill 2141

them are on the genuine plan; few of them save money for their members and few of them are of any considerable age. Canada has about a dozen stores on the Rochdale plan, but only a part of them have succeeded in saving money for the members or surviving for any length of time.

VARIATION OF ENGLISH PLAN SUCCESSFUL HERE

"In my own home town of Leclaire, Ill., we started a co-operative store in 1902, strictly on the Rochdale plan. It has about 150 members, about \$40,000 a year sales and regular dividends on purchases of eight or ten per cent, besides paying interest on its capital and accumulating a surplus fund.

"After thirty years of active participation in promoting co-operation, I concluded five years ago to begin operations in New Orleans; without adhering to the Rochdale plan as far as starting was concerned, but aiming at the same purpose. I adhered to the Rochdale plan of buying and selling for cash, but, instead of selling at the full market price in order to accumulate capital, I sold at as low net prices as economical expenses would allow, and supplied the capital and management myself.

"I could see my way clear to undersell the current market prices about twenty-five per cent. The goods were sold and paid for at the counter, without any wagon deliveries. The first day's sales were \$2.12; the first week's sales, \$48; the sales of the ninth month about \$12,000 in the three stores then established. The sales of this year will be about \$1,250,000.

"At the beginning of 1915 I organized a co-operative association made up of 20,000 \$5 shares or memberships. These can be paid for in any way down to 10-cent weekly payments; the dividend begins when the share is paid in full, at the rate of seven per cent per annum. The association owns all of the stores, a good bakery, a good creamery, a condiment factory, and the stock and equipment on a rented farm. It has a few

more than 300 employees. It is intended to make a net profit of two or three per cent over and above expenses and interest and depreciation, which will create a free capital for expansion.

"One-fourth of the net profits are awarded to employees as dividends on their wages. The managers of the stores make a bond to account for the books put in their hands, the goods being charged to the manager at selling price. The clerks are girls. We have no credit business whatever.

"Recently I have opened stores in country towns near New Orleans. I have made it a condition for opening a store that 200 householders should subscribe as members for not less than 300 \$5 shares and pay up not less than \$500; only members are allowed to buy. This has worked successfully, and will be my working plan in the future."

Direct Advertising Week in Chicago

March 27 to 31 was given over to direct-by-mail advertising by the Advertising Association of Chicago, making the third "week" held by this club to exploit different branches of advertising. A number of representative printers, paper houses and engravers interested in direct advertising contributed to the exhibit. E. St. Elmo Lewis, of Detroit, made the opening address on Monday. Other speakers were C. G. Howell, of the J. A. Case Plow Works; Chas. R. Stevenson, general manager of the Veneer Products Company; John Allen Underwood, of the Favorite Stove and Range Company, and J. F. Matteson, of the Gundlach Advertising Agency. Homer J. Buckley was chairman of the committee in charge of the week. The business press plan on holding a week next.

Vermont's Native Resources Advertised

Vermont slate as a roofing material and Vermont granite are to be advertised extensively by the Vermont Slate Manufacturers' Publicity Bureau, Inc., and the Barre Quarriers and Manufacturers' Association, respectively.

The campaign of the latter organization has already begun. Ten thousand booklets will be distributed in connection with the magazine advertising. Barre granite, as it has been used in creating some of the historic memorials in the United States, will be illustrated in the booklet, as well as its use for private monuments.

Louisville Gets Quarter-million Auditorium by Advertising

Every Variety of Publicity Employed to Raise Money for Municipal Undertaking—Appeal to Civic Pride, by Pointing Out What Other Cities Have Done—No Attempt at Press-agentry

PRACTICALLY every sort of advertising was resorted to in raising \$250,000 in Louisville for a city auditorium in a campaign just closed. The total expenditure for advertising in the campaign was somewhere in the neighborhood of \$3,000—a modest charge in comparison with the results achieved.

The campaign, while more or less typical of all money-raising efforts, was interesting in the detailed manner in which the organization was formed, and every feature worked out on a business-like basis. Ten people were kept at work at headquarters night and day, and lists of prospects were card-indexed and handled with direct advertising, just as the sales manager does who is trying to put business on the books of a manufacturing company.

Over 500 men and women were enlisted in the campaign as solicitors, and a feature of the work was that each person was carefully coached in the "selling talk," every argument for and against the auditorium project being covered, so that the solicitors were able to make a canvass that would be leak-proof at every point. They were equipped with a special booklet illustrated to show the auditoriums which have been erected in other cities, and these were distributed among those who indicated interest in the campaign.

The newspaper advertising began to run some time in advance of the actual solicitation, this being a wrinkle which may be of value to those engaged in other campaigns. The period during which the teamworkers were actually in the field was February 21-29, inclusive, but the advertis-

ing was running from February 5 on, so that by the time the solicitors were started, the town had been pretty well advised of the whole situation. The advertising in the newspapers consisted principally of a series of "Auditorium Talks," in which the various arguments in favor of the project were marshaled.

SMOOTHED OUT ROUGH PLACES FOR SOLICITORS

A list of 7,000 names was made and these were bombarded with form-letters all during the campaign, the cost of this direct advertising being about \$1,000. The result of this, combined with the newspaper work, was to make the task of the solicitors comparatively easy, as there was little explaining of the usual sort to do.

Cards were run in every street-car in the city, and slides were displayed in all of the moving-picture theaters. In addition, speakers were sent out to the picture shows, addressing the audiences briefly, and reaching a great many who possibly would not have become familiar with the proposition otherwise. A great many speakers were also used in appearing before clubs, lodges, etc., and securing their endorsement of the campaign. All of this involved an immense amount of detail work, but the public sentiment developed was well worth the effort.

Slips carrying the principal facts about the campaign were distributed by the leading merchants with their packages, and in addition the laundries enclosed one with each bundle, the public library placed one in each book circulated and theaters enclosed one in each programme.

One thousand automobile banners were made use of, all of the workers directly engaged putting them on their cars, while the motor-trucks of the department stores and express companies, the taxicabs and other large owners of motorcars were decorated in this way.

A large painted sign with movable dial showed how the fund grew from day to day. Posters

Printing Papers *of* Excellence

Clarke & Company
225 Fifth Avenue
New York

General Sales Agent for Book Papers
Manufactured by Crocker, Burbank & Co.



PRESTIGE

Slides such as these have carried us to the fore.
A Novelty Slide, while a still picture, radiates
life and action and commands attention.

Your dealer will appreciate the difference between
Novelty Slides and others.

Write for copy of "Rays of Light"

THE NOVELTY SLIDE CO.

115 East 23rd Street

New York City

The House Beautiful

Edition for April
58,000

Advertising Rate—
\$350 a Page

The House Beautiful
appeals to a very definite
human desire—
to have a home, and
constantly to improve it.

THE ATLANTIC
MONTHLY CO.

C. R. TOY
Advertising Manager
New York

N. J. PEABODY
Western Manager
Chicago

were used to a large extent, as well as window-cards, the bill for printing matter of this kind running to the respectable total of \$200.

Not a class of possible givers was overlooked, the employees of many of the large stores and shops being solicited. In order to handle this part of the work effectively, the donors signed their names at the bottom of a sheet carrying the following words:

"We, the undersigned, agree to subscribe the sum set opposite our respective names to the fund being raised for building an auditorium.

"We authorize the paymaster of the to deduct our subscription from our wages, one-fourth of the amount on the first pay-day in the months of April, May, June and July, 1916, and it is understood that for every \$25 we subscribe, we are to have issued one share of stock to be disposed of as the below-mentioned subscribers may decide."

The stock plan was found to be an excellent idea, inasmuch as many public-building campaigns fail to get the proper support on account of uncertainty as to who is to draw the plans, who will get the contracts and who will furnish the site. In this campaign it was prominently brought out that these details would be up to the stockholders, and that each would have a voice in the selection, according to his holdings of \$25 shares.

C. A. McKeand, who was in charge of the general management of the campaign, Peter Lee Atherton, a well-known Louisville man, being general chairman, said that the advertising end of a money-raising effort has become one of the most important features of all.

"Paid advertising gets the proposition over as nothing else can," he said, in summarizing its effect.

Albert Britt Heads "Outing" Company

Albert Britt, editor of *Outing*, and until now secretary of the Outing Publishing Company, has been elected president of the company to succeed Thomas H. Blodgett, who has joined the Sackett & Wilhelms organization. Herbert L. Stone, editor of *Yachting*, has been elected secretary of the company.

More Candidates for the Blue Pencil

According to the "Line-o-type" column of the *Chicago Tribune*, the following was taken "from an old copy of the London *Academy*, found in cleaning out our desk":

"If, in the past fourteen months, we have cut out two 'somewhats' from the manuscripts accepted, we have cut out 20,000. The number of times the words 'so' and 'such,' lacking any 'that' to follow, have either had the necessary 'that' supplied or been deleted is beyond calculation (the habit of saying that something was 'so, sweet' or 'so clever,' without adding how sweet or how clever, is not confined to women writers). We have, too, consistently discouraged the use of 'individual' in place of 'man,' 'woman,' or 'person.' 'Unique,' to us, means 'the only one in the world'; we have never (we wager) allowed it to be used in these columns for 'good,' 'exceptional,' or 'unusual'; while as to 'rather unique' or 'almost unique,' not even those pampered persons, the writers of signed Causeries, have been spared correction when they committed those offenses. In the same way, 'perfect,' to us, has always meant perfect. A thing can no more be 'almost perfect' than it can be 'almost infinite.' We admit, however, that we have sometimes passed the use of 'singular' for 'unusual,' and of 'singularly' for 'very.' 'Excellent,' again, is a word that our blue pencil has crossed out fifty times and more in a week. That which is excellent excels everything else of its kind, but even *Academy* reviewers have an idea that the word means nothing more than 'good.'"

Toilet Article Demonstrated in the Home

The Salux Perfumer-Laboratories, St. Louis, have started an advertising campaign on Lady Marian Beauty Requisite, with a full-page advertisement elaborately illustrated. The feature of the campaign is a free "beauty treatment" in the home. The page copy contains a coupon which is to be signed, dated and presented to any dealer whose name was listed in the advertisement. The dealer then arranged to have a beauty expert go to the home and give a treatment free of charge, using the Lady Marian preparations.

Auto Distributor Insures Patrons Against Further Increases in Fuel Cost

The C. T. Silver Motor Company, of New York, is advertising that all retail purchasers of new cars through its offices hereafter will receive tickets entitling them to gasoline at twenty-five cents a gallon. This guarantee holds good until September 20, and is made, as the advertisement says, to insure customers against the possibility of higher prices for fuel. This offer includes only gasoline bought at the company's five branches.

The Atlantic Monthly

Edition for April
56,000

Advertising Rate—
\$100 a Page

The Atlantic is the most distinguished magazine in America, and it has added greatly to its reputation by its handling of the Great War.

THE ATLANTIC
MONTHLY CO.

C. R. TOY
Advertising Manager
New York

N. J. PEABODY
Western Manager
Chicago

Thirty Concerns to Help New Bureau of Salesmanship Research

Plan of the Work Which Will Be Carried on In Connection with Carnegie Institute of Technology

A BUREAU of Salesmanship Research has been organized at Pittsburgh, Pa., and will be affiliated with the Carnegie Institute of Technology. The institute will supply quarters, library and laboratory facilities and other things needed to carry on the work.

The new bureau is coming into being as a result of the active efforts of big business men to establish better methods of selecting salesmen. The fact of the matter is that when a house employs a new man, spends its time and the time of its organization breaking him in, and eventually makes an investment of from \$2,000 to \$5,000 in him, it is rather irritating to learn, as it is learned in a large proportion of cases, that the employer has "guessed wrong," and that somebody else must be selected to fill the job.

SCOPE OF THE BUREAU

The work of the new bureau, which will begin actual operations June 7, 1916, is interesting also because it calls attention to the importance of the new profession, as it might be called, of employment manager. Large corporations have found it necessary to organize the departments for "hiring and firing" upon a permanent and systematic basis, and the selection and equipment of these employment managers form a subject which has come in for a lot of study. The Bureau of Salesmanship Research, in addition to undertaking the development of better methods in selecting salesmen, will provide standards for the selection of employment managers themselves, and will also serve as a clearing-house for ideas on this general subject.

Edward A. Woods, head of the Pittsburgh general agency of the Equitable Life of New York, which is the largest life-insurance agency in the world, is given credit

for originating the idea for the new bureau. Mr. Woods is president of the National Association of Life Underwriters, and is a close student of sales efficiency in his own field, which is generally regarded as the most difficult of all in which to secure and develop good men.

Mr. Woods is chairman of the bureau, under its temporary organization, and associated with him are the following companies, with their representatives: Carnegie Steel Company, Pittsburgh, John McLeod, assistant to the president, and president of the National Association of Corporation Schools; Ford Motor Company, Detroit, Norval A. Hawkins, sales manager; Equitable Life Assurance Society, New York; Carnegie Institute of Technology, Pittsburgh, Arthur A. Hamerschlag, director; Armstrong Cork Company, Pittsburgh, C. D. Armstrong, president; Metropolitan Life Insurance Company, New York, George H. Gaston, second vice-president; H. J. Heinz Company, Pittsburgh, L. S. Dow, sales manager; Westinghouse Electric & Mfg. Company, Pittsburgh, S. L. Nicholson, sales manager; Phoenix Mutual Life Insurance Company, Hartford, Winslow Russell, agency manager; Chalmers Motor Company, Detroit, Hugh Chalmers, president; Paige Detroit Company, Detroit, H. M. Jewett, president; Prudential Life Insurance Company, Newark, N. J.

The scientific staff is headed by Dr. Walter Dill Scott who will go to Pittsburgh June 1 to assume the direction of the bureau, for which his close relationship with many large businesses in connection with work of this sort has peculiarly fitted him.

Associated with Dr. Scott will be Dr. W. V. Bingham, of the Carnegie Institute of Technology;

How Weddell went the newspapers one better

It was the year Gage Brothers—the big Chicago millinery establishment—gave their salesmen's big dinner. The speechmaking lasted well into the early hours of the morning—long after the city dailies had been put to bed.

But the Gage advertising department knew what their printers could do. As each diner returned to the office a few hours later, he was handed his copy of "Among Ourselves", the Gage family newspaper. In it he read a full report of the dinner of a few hours before. That issue stands as a record for house-organ enterprise.

"The service given us by Kenfield-Leach has been wonderful," said Mr. Weddell, the Gage advertising manager. "We entrust all our big edition printing to them—including our fine catalogues—and find them most dependable."

And remember—we do not charge anything extra for this service. Our exceptional equipment and organization is available—why not get in touch with us the next time you are in the market for a catalog or any other printed matter?

Kenfield-Leach Company

Big Edition and Publication
Printing of All Kinds for
Advertisers Anywhere

445 Plymouth Court,

Chicago, Ill.



Our Service to
Manufacturers

Merchandising and
Advertising
Plans

based upon

Research and
Analysis



Trade Conditions and
Consumer data

Interview or
Correspondence
without obligation

JAMES ZOBAN
COMPANY
225 Fifth Avenue
New York

Dr. J. B. Miner, of the same institution, and Dr. G. M. Whipple, of the University of Illinois. In addition, a research assistant and several Research Fellows are still to be appointed.

HOW BUREAUS WILL BE ORGANIZED

The plan of organization of the bureau is described as follows:

"It is proposed to select, as co-operating members of the bureau, thirty of the foremost sales organizations in the United States, of such variety that the whole field of salesmanship will be covered. The selection will be made from firms deeply interested in the problem of increasing efficiency, reducing wastage and damage from failures and reducing the heavy loss from a constantly shifting force.

"To provide for the preliminary experimental and research work of the organization, an annual payment of \$500 for five years by each co-operating member is required. The business firms of Pittsburgh, Detroit and New York who initiated this movement have at the present time underwritten practically all of the sum called for in this budget. This preliminary financing, aggregating \$15,000 a year from the thirty members, will be utilized in establishing the bureau and particularly in the research necessary to work out in the course of time more effective methods both of selecting and educating salesmen.

"The headquarters of the bureau will be at the Carnegie Institute of Technology in Pittsburgh, which has from its outset made vocational training its first aim. From this center constant contact with co-operating members will be maintained not only by bulletins and correspondence, but by visits of the staff to the co-operating members. The Carnegie Institute of Technology will furnish offices, technical library facilities and its complete and growing equipment of the best psychological apparatus for making mental tests. Special quarters for the bureau are being provided in a new building to be erected during the coming year."



LAST CALL

before installation of the new (11 x 21)
card display in the passenger cars of the

**New York, New Haven and
Hartford Railroad**

and the

Central New England Railway

operating thru the

Heart of New England

This advertising in 1,250 cars and on 800
stations, in New York, Connecticut, Rhode
Island and Massachusetts costs less and
covers this territory better than any other
advertising medium **UNDER THE SUN!**

For rates and full particulars address

GEO. W. ROEBBLING, Inc.

50 Church St. New York

Telephone 8480 Cortlandt

ALL ABOARD!

Developing a Plan to Help Dealers Meet Mail-order Competition

Bentley P. Neff, Chairman of the Wholesalers' Committee, Outlines the Work to Be Done

THE committee of the National Wholesale Dry Goods Association, recently appointed to co-operate with retail merchants to meet mail-order competition, is now conducting a survey of its big task.

"Don't complain about the business you lose to mail-order houses. Be better merchants and keep your trade at home," is the essence of the committee's advice to dealers. An educational programme of a sort never before attempted, thorough and co-ordinated, is being developed.

Bentley P. Neff, secretary of F. A. Patrick & Co., Duluth, is chairman of the committee, and the other members are the following:

R. L. Campbell, Tootle-Campbell Dry Goods Co., St. Joseph.

Thos. C. Byrne, Byrne-Hammer Dry Goods Co., Omaha.

E. B. Sydnor, Richmond Dry Goods Co., Richmond.

Geo. H. Partridge, Wyman-Partridge Co., Minneapolis.

In a letter to **PRINTERS' INK** Mr. Neff thus maps out the situation:

"From our familiarity with the subject under consideration, we realize that not much can be accomplished unless the problem is attacked in a broad and comprehensive manner, and therefore this committee has gotten in touch with and is endeavoring to secure co-operation from the following associations:

"National Wholesale Grocers' Association, National Wholesale Druggists' Association, National Wholesale Dry Goods Association, National Wholesale Hardware Association, National Wholesale Jewelers' Association, National Wholesale Shoe Association, National Retail Grocers' Association, National Retail Dry Goods Association, National Retail Hardware Association, National Retail Clothiers' Association, National Retail Jewelers' Association, Na-

tional Association of Credit Men, National Retail Shoe Association, National Retail Drug Association, United Commercial Travellers of America, International Sales Managers' Association.

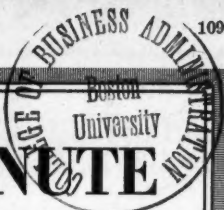
"It is planned to have each association appoint an accredited delegate to meet in Chicago some time in May, for the purpose of discussing the whole matter and planning out, if possible, some co-operative method of carrying on this work.

WILL SEEK BROAD KNOWLEDGE OF FACTS

"Please let it be understood at the very commencement that the object of all this is not any combination for the restraint of the mail-order activities, but rather it is a campaign of education in order that the retail merchant may be placed in a position to compete successfully with the mail-order houses.

"The scope of this work will naturally be very comprehensive and will mean a careful survey of the entire basis of operation, of manufacturer, wholesaler and retailer, and will mean, of course, the elimination of all unnecessary expense in all three branches of activity.

"It is a big proposition, but this committee believes that the time is most opportune to go into the matter, and we believe that, as a result, the atmosphere will be wonderfully clarified and the situation will be in a much improved shape. There is no question in the mind of those who have given the subject careful study that the present plan of operation—from manufacturer to wholesaler, from wholesaler to retailer—is most economic, and that trouble has come from the abuse of the principle rather than from its practise. Our plan is to give the greatest possible publicity to our investiga-



WAIT A MINUTE

before placing your order for Printing and consider the various bidders from an economical and efficiency standpoint.

How often you have been disappointed and had to stand serious losses through the unkept promises of the printers that were doing the work!

Your reason for so placing the order being that *apparently* their figures were from three to thirty per cent lower in price than the other estimates.

And then—you were kept waiting; your numerous force was waiting too, and your plans delayed, the expense of which could be figured at no small sum.

With that experience in view, was the price economical or the service efficient? If you have had business relations with us

YOU KNOW THE FIRM

who invariably gives SATISFACTORY SERVICE; who endeavors in every way to bolster up your efforts; who has the plant, the staff of help and the financial standing. We can state, with some pride, our customers are ready salesmen for the house.

EFFICIENCY at moderate cost is our Motto.

TAKE A MINUTE

and telephone 4090 Chelsea or write, and let us tell you our story of how we can save you trouble and help your business.

CHARLES FRANCIS PRESS

30-32 WEST 13TH STREET, NEW YORK CITY



Does Your Wife Read Advertising?

REMIND her to give special attention to the current copy in the women's publications on

KNOX
SPARKLING GELATINE
(Granulated)

The copy features desserts, puddings and salads most tempting and tasty, yet easy and economical to prepare.

Knox Gelatine dishes are for the man who would be efficient. They are inviting and satisfying—they have a recognized nutritive value—and they are easily assimilated.

Would you like us to send to your home the 1916 Knox Recipe Book together with a pint sample package? Both gladly sent for a 2c stamp, if you will favor us with your grocer's name.

CHAS. B. KNOX CO., Inc.
100 Knox Ave., Johnstown,
New York

tion because the whole matter will be of vital importance to the public in general, and it is the consumer's trade we are all aiming for, and he is entitled to know all the facts of the case.

"The committee is very sincere in its endeavor and is not seeking any personal notoriety, but is prepared to work hard for the purpose of attaining its object."

Dangers That Lurk in Translations

You cannot properly attract the attention of the consumers of a nation unless you know their customs, their characteristics, and their habits of thought and life. You must appeal to them in a way that will be convincing. How can this be done unless you have a knowledge of the idioms of their language and of the expressions which carry the most meaning to them? How often the mistake is made of translating advertisements! It is quite easy to write an advertisement in English and then get a Spanish teacher to translate it. The idea seems to prevail that because the Spanish language is spoken in all of Latin America except Brazil it is only necessary to put the advertisement into Spanish, and perhaps a man from the northern part of Spain, where pure Castilian is spoken, is employed to do the job. The results of such a procedure are in some instances almost tragic. There are words in Spanish which are compliments in Spain and insults in Venezuela; others which would not offend the most delicate ear in Cuba, and yet one would be turned out of an Argentine home if he were so ignorant as to use them. Likewise, there are staple articles known under different names in Mexico, Cuba, Porto Rico, Argentina and Chile. Each South American republic is developing a distinctive national life, so that in each country local idioms are produced which are constantly being accepted and embodied in the language of the country. —*W. S. Kies, vice-president, National City Bank, New York.*

John H. Wheeler Leaves Wheeler Syndicate

John H. Wheeler has disposed of his stockholdings in the Wheeler Syndicate to Earle E. Carley, president of the Clysmyc Spring Water Company, who has been elected president of the Syndicate. Henry J. Cochran, vice-president of the Astor Trust Company, New York, has been added to the directorate.

Chas. B. Wolfram Dead

Charles B. Wolfram, editor and publisher of the *New Yorker Herald*, died April 3, aged 68 years.

Coca-Cola Co. Restrains Unauthorized Use of Its Name

IF the manufacturer of a product sells part of it in bulk and part under a trade-mark he can restrain others from using his trade-mark on the bulk product, even though it is the genuine article. And when there is an actual difference between the bulk product and that part which is sold under trade-mark the rule applies with much greater force. Even though the difference may be so slight as a pinch of salt, the principle is not impugned.

That is the substance of an unfair-competition decision just handed down by the United States District Court for the Eastern District of Arkansas in favor of the Coca-Cola Company against V. J. B. Butler & Sons. The latter concern had been refused the bottling privilege for Coca-Cola, whereupon it made purchases of Coca-Cola soda-fountain syrup from dealers and used it as the basis for a bottled product which it sold under the Coca-Cola trade-mark. The defendant contended that the product was genuine Coca-Cola, and that it had the right to use the name and trade-mark in its sale. It further contended that the company's system of exclusive contracts to bottlers was in restraint of trade and violative of the Clayton Act.

The decision of the court is summed up in the first paragraph above. The Coca-Cola Company was able to show that there was a slight, though important, difference between the bottling syrup and the soda-fountain syrup, but the court held that even without such an actual physical difference, the defendants had no right to use the trade-mark. The restraint-of-trade claim was dismissed as not involved in the case. This is particularly interesting in view of a recent decision by the United States District Court for the District of Kansas, which refused the Coca-Cola Company relief in a somewhat similar case, on the

JOHN BULL

Accepts only 10 pages of advertising per week and turns away many hundreds of pounds' worth from each issue. Paper is "on the rise" here which is a factor to be considered, for our weekly issue exceeds 1,300,000 copies—which means we can give any other British weekly journal about a million start and beat it. So the others are not so troubled about paper prices.

Book well ahead in "JOHN BULL" if you advertise in Britain.

Full facts are yours if you'll but ask.

PHILIP EMANUEL
Advertisement Manager

ODHAMS LIMITED
93 & 94, Long Acre, London, W.C., England

Directory of Britain's Great Advertising Media

Short Synopsis of Class, Circulation, Scope, Rates, &c.

Throughout the Entire World "THE GRAPHIC"

IS RECOGNIZED AS THE PREMIER
ILLUSTRATED WEEKLY

All advertisers of note are represented in its pages.

THE OBSERVER

(Founded 1791)

The Oldest and Leading Sunday Newspaper.

Certified Net Sales Over 200,000 Weekly
Advertisements \$5.00 per s. c. inch

12-14 Newton Street, Holborn, London


British Advertisers whose articles appeal to the more moneyed classes have long since learned to look upon

"The Sunday Times"

as one of the most valuable of the media at their disposal

SUNDAY TIMES, London, England

The weekly paper that is read by the business man and his wife. ESTABLISHED 1822

All Gentlemen
read

The Gentlewoman
THE ILLUSTRATED
WEEKLY JOURNAL
for GENTLEMEN

THE CONNOISSEUR

(Founded 1901)

(The Magazine for Collectors, Illustrated)
35-39, Maddox St., London, W.

The Connoisseur has the largest sale by many times that of any similar magazine published.

Advertisement Rate \$100 per page
Specimen copy sent on application.

LAND & WATER

The 12-cent Illustrated

with the largest sale. The thoughtful paper of the wealthy. Always on the list of discerning advertisers.

AD OFFICE

Empire House, Kingsway, London, Eng.

Specimen copy of any of the above publications with fuller particulars can be obtained from The Dorland Special Agency for British Publications, 366 Fifth Avenue, New York.

ground that its contracts *were* in restraint of trade. That was the case of Coca-Cola Company vs. Bennett, and the court declared that the "real purpose of the suit" was not to protect the trade-mark, but to establish and enforce a monopoly under the guise of protecting a registered mark.

A 5,000 Contract Results from Watching P. I.

WIEDEDERHOLDT CONSTRUCTION COMPANY
ST. LOUIS, MO., March 23, 1916.

Editor of PRINTERS' INK:

I recently had a practical demonstration of the value of PRINTERS' INK. It was while I was handling the copy and service department of the local street railway advertising company.

I maintained a very extensive "Morgue," in which I filed everything in the way of pictures or clippings that I could beg, borrow or steal.

One day one of the solicitors wanted me to suggest a series of street-car cards for the largest local bread company. Turning to my file, I found a clipping from PRINTERS' INK, telling of a successful campaign that some Southern bakery had tried. It was original, as the advertising was intended to stimulate the general consumption of bread by showing many "New Ways to Use Bread."

I adapted the same idea to the requirements of our local company, who liked the idea and bought, I think, about \$5,000 worth of space in the cars to carry it out.

This small and almost insignificant item in PRINTERS' INK, when it turned up at the right time, was worth \$5,000 to my company. I have not the slightest doubt that in every issue of PRINTERS' INK are equally valuable ideas if their readers took the trouble to file them so that they would turn up at the "Right time."

FRANK D. BOYD.

Coveney Advertising Manager Boston "Journal"

James A. Coveney has been appointed advertising manager of the Boston Journal. He was formerly connected with the Boston American, and for some time past has had charge of financial and foreign advertising on the Boston Journal.

S. L. Lewis Joins Firestone

Sherman L. Lewis, for the past two years Eastern sales manager of the Niagara Lithograph Company, and formerly in charge of trade-aid work of the Remington Arms-Union Metallic Cartridge Company, is now in charge of the sales promotion for the Firestone Tire & Rubber Company, at Akron, Ohio.

Directory of Britain's Great Advertising Media

Short Synopsis of Class, Circulation, Scope, Rates, &c.

"PUNCH" THE most famous and most widely quoted humorous paper in the World. Wields wonderful power in political and social life, and is one of the essential British Institutions. Was the first high-class illustrated paper in London to state and guarantee Net Sale, and is so far the only one in its class so to do. Advertising rates based on Net Sale each week of 100,000. Net Sale is now in excess of 150,000. 10 Boulevard St., London, Eng.

THE LARGEST NEWSPAPER SERIES IN GREAT BRITAIN

Hulton's 6,000,000 Group

Picture Papers, Daily Papers, Weekly Papers, Morning Papers, Evening Papers.

THE HULTON COMPANY

Daily Sketch Building London, England

THE TATLER

QUITE THE LEADING ENGLISH ILLUSTRATED SOCIETY PAPER.
THE FAVORITE WITH ALL.

Price Sixpence

THE SPHERE

NOW GREAT BRITAIN'S FOREMOST ILLUSTRATED PAPER.

Compare it with any other week by week.

Price Sixpence

P.S. "The PASSING SHOW"

is Britain's two-cent weekly of clean humour, pointed satire and clever cartoons, read only by influential and refined people. Circulation now over 190,000, but rate of \$150 per page based on guaranteed NET PAID SALES of 150,000 weekly.

Philip Emanuel
Advt. Manager
ODHAMS LIMITED
94-95 Long Acre
London, England

TWO BRITISH INSTITUTIONS

THE FIELD

(Weekly, Price 6d.)

The Standard Authority of the World on Sport, Travel, the Estate, the Country House and the interests of the Country Gentleman.

Offices: Windsor House, Bream's Bldgs., London, England

THE QUEEN

(Weekly, Price 6d.)

The Premier Lady's Newspaper. The recognized authority on Social Matters, Fashions, and all the interests of the Educated Woman.

THE ILLUSTRATED LONDON NEWS

THE OLDEST AND BEST ILLUSTRATED PAPER IN THE WORLD

Office for Advertisements: 195 Strand, W. C.

The Illustrated Sporting and Dramatic News

THE LARGEST SALE OF ANY COUNTRY GENTLEMAN'S NEWSPAPER.

Offices - - - 172 Strand, London

THE SKETCH

THE GREATEST TRIUMPH IN MODERN ILLUSTRATED JOURNALISM

Office for Advertisements: 195 Strand, London

The Lady's Pictorial

THE LEADING LADY'S NEWSPAPER.

Offices - - - 172 Strand, London

Specimen copy of any of the above publications with fuller particulars can be obtained from The Dorland Special Agency for British Publications, 366 Fifth Ave., New York.

Printers and their Specialties

Advertisers Can Consult with Profit, this List
of Printers, When Planning their Next Job

SKILLFUL arrangement makes printed matter more attractive and more easily grasped by eye and mind. Is your printing as effective as you would like to have it?

THE KALKHOFF CO.
216 West 18th Street, New York

"PLEASE RESET" is a rarity in our shop. We specialize in ad composition.

Day and Night Service

C. E. RUCKSTUHL, INC.
Typographic Service
27 EAST 31ST STREET, NEW YORK

PROCESS COLOR
C
A
T
A
L
O
G
S
BOOKLETS
HOUSE ORGANS

CHARLES FRANCIS PRESS is especially equipped to handle and expedite orders for high grade PRINTING Service—the best

30-32 W. 13th St.
New York

Walcutt Bros. Co.
141 East 25th Street, New York

EMBOSSING
UNUSUAL
COLOR PRINTING
PAPER NOVELTIES

READ PRINTING COMPANY
HIRAM SHERWOOD, President

You will be relieved of vexatious details by our expert knowledge

106 SEVENTH AVE., N. Y.
Telephone 6396 and 6397 Chelsea

Illustrated Catalog
AND
Magazine Printing

If your next work is planned so as to gain all the benefit of our equipment, we believe a substantial saving can be made. May we talk the matter over with you?

THE PERIODICAL PRESS
76-88 Lafayette St. - New York

"CROWELL QUALITY"

Let us show you what this means when you have a job of binding. We do every kind of cloth, leather and paper work in quantities. Established 1834

THOMAS Y. CROWELL CO.
426-428 West Broadway, New York

Walters & Mahon
Incorporated

"Printing that Pulls"

64 Church St.
New York City

PHONE CORTLANDT 1087-1088

Engraving—Designing—Electrotyping

A Handy Buyer's Guide for Advertisers,
Advertising Agents and Publishers

ADVERTISING IN CANADA?

**RAPID
ELECTRO-
TYPE CO.
OF CANADA**

Save duty, trouble
and lost time by hav-
ing your plates and
mats made in the
best equipped plant
in the Dominion.

"Our service jus-
tifies our name."

345-347 Craig W., Montreal, P. Q.

SCIENTIFIC ENGRAVING CO.

406-426 W. 31st St., New York

Telephones Chelsea 2117-2118-2222

Best Equipped Plant in New York

Guarantees you finest plates at
reasonable rates

FINE PLATES

THE STERLING ENGRAVING CO.

Designing Retouching
Halftones Ben Day
Color Process Wax

New York City, N. Y.

200 William St. Tenth Av. cor. 36th St.
Tel. 2900 Beekman Tel. 2900 Greeley

WHAT'S THE USE?

It's no use arguing.

Everybody knows that we handle the
most ZINC cuts of any house in the city.

Ask our customers whether they've
ever had better printing plates made
elsewhere.

Metropolitan Art Craft Co.

2 Duane St. New York

Telephones Beekman 2980-1-2

DAY AND NIGHT SERVICE

Advertising Agencies will do well to
consider our service when in need of

Process Color Plates

Being the leading house in Color
Printing, we are eminently quali-
fied in judging printing plates for
Color Work.

ZEESSE-WILKINSON CO.
424-438 W. 33rd St., New York

SO many striking plates in the
national mediums are made
by us, that someone has recently
described the advertising pages
as the "Beck part of the maga-
zine."



THE BECK ENGRAVING CO.
PHILADELPHIA NEW YORK

Advertising Service

"We wish to say that your service
has been all and more than you said it
would be when you solicited our business
and we naturally feel well satisfied.

Yours very truly,

Feb. 28, 1916 THE ERICKSON CO."

**THE GILL
ENGRAVING COMPANY**
140 Fifth Ave. New York

The
Colorplate Engraving Co.

J. E. Rhodes, Pres.

311 West 43rd St. N.Y.



Quality Color Plates

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING COMPANY
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. Telephone 1346-7-8-9 Murray Hill. President and Secretary, J. I. ROMER. Vice-President and Treasurer, R. W. LAWRENCE. General Manager, J. M. HOPKINS. The address of the company is the address of the officers.

Chicago Office: 1720 Lytton Building, 14 E. Jackson Blvd., J. C. ASFLEY, Manager.

New England Office: 1 Beacon Street, Boston, JULIUS MATHEWS, Manager.

Atlanta Office: Candler Bldg., Geo. M. KOHN, Manager.

St. Louis Office: Third National Bank Building, A. D. MCKINNEY Manager, Tel. Olive 43.

Issued every Thursday. Subscription price, two dollars a year, five dollars for three years, one dollar for six months. Five cents a copy.

Foreign Postage, one dollar per year extra. Canadian Postage, fifty cents.

Advertising rates: Page, \$75; half page, \$37.50; quarter page, \$18.75; one inch, \$5.60.

JOHN IRVING ROMER, Editor.

NEW YORK, APRIL 6, 1916

Don't Bury Your Best Advertising Leads

Instances where the liveliest kind of advertising material is lost in filing cabinets recur with distressing frequency.

Following one of the heavy snowstorms of this season, a town in Montana was cut off from train service. A live grocer in that town had regular supplies in transit; but he feared that many shipments might be "lost" in the blockade so he sent an Omaha wholesaler a night-message of 568 words, giving minute specifications for a hurry-up shipment to keep his stock complete. The order was filled all right, but that telegram, which covered four large blanks, never saw the light until it chanced to come under the notice of a trade-paper publisher. Then it was reproduced and run with a short note, one month and four days after its date!

Easy enough to picture what happened in the office of that house when the telegram was opened. The recipient probably danced around the office in high

glee, showing it to Thomas, Richard, and Henry; saying, "See this! Isn't that a dandy order? Hanson is a live dealer, all right—right on the job. Bet he's the only man there who will have groceries a week from now. I'll shoot it right out to him!" Then the goods were assembled and sent forward, and the telegram was buried under other "more important" papers. Meantime, the advertising man, poor duck! was cooped up in the cubby-hole sometimes assigned to such folk, tearing his hair and cudgeling his brains for some live copy to use the coming week.

For they have an advertising man in that office, strange as that might seem. In fact, they have "everything" there. It is a live house, keenly alert and actively awake. All around the place, in desks and files everywhere, there is undoubtedly a mine of the richest ore for advertising ideas, many of them pure nuggets which need only the gathering to make smooth the work of the advertisement for many moons. That wire was one of those nuggets; for the order ran to house-brands. "Red Riding Hood," the leading brand, was specified 22 times—spelled right out in the message! Think of the opportunity to cash in on the live news-interest of such a message, when every reader of Omaha papers was keenly alive to the palpable fact of the heavy snowfall! Think what a display that reproduction would have made in, say, three columns wide by one-half deep! Think of the readers' impression of "Red Riding Hood" as a pretty reliable brand of food products! But nothing so delightfully timely happened. The message was buried until the trade-paper reporter "happened to notice" it and pounced on it as a bit of interesting, if belated, news. This was just another instance of the peculiar mental astigmatism which so commonly affects men who are too close to their work.

Contrast the live work of the Southern Manufacturing Company, maker of Princine Baking Powder. It broke into the New

York City territory only about a year ago, but its work has been intelligently intensive and it is reaping fine results. A few months ago Seeman Brothers ran out of stock. They wired for a carload. The Princine people immediately reproduced the wire and ran it in liberal space in the New York papers, together with an illustration of the car of baking-powder shipped—and the strong appeal was obvious. A few weeks ago the same company used the New York papers for another big spread in which they illustrated four straight cars of Princine which had been shipped to the same single jobber, Seeman Brothers. The white runners on the cars bore the number of pounds in each. The work was well done. The effect was graphic. True, such advertising has been done for years, but it never fails to command attention and excite interest. Yet had the management of the Southern Mfg. Co. lacked imagination, the very unusual accomplishment of making regular shipments of carloads of baking-powder into the home town of the oldest baking-powder makers in the country might have passed into the private history of the house, "unheralded, unsung."

In every concern's offices things are constantly "breaking," which, if alertly capitalized, would make the liveliest kind of advertising, especially advertising to the trade and to the organization's own sales force. No better copy can be run in trade-papers than "news copy." And no better stimulant can be administered to a loyal sales organization than news of this kind.

An idea-scout could profitably be allowed to range at large in any sizable office just to salvage things like this.

**Kicking Out
the Ladder
by Which
We Climb**

A British company entered the American market in 1889 with a product entirely new to most Americans. Characteristically of Britishers, they spent money liberally, advertised "everywhere," made a few mis-

takes, but after five or six years achieved a fairly satisfactory start. Then they commenced to trim expenditure with the idea of cashing in on their efforts.

In 1895 a British competitor followed their lead. He spent money even more lavishly and he derived considerable benefit from the pioneering work already done. As his work commenced when the pioneer was curtailing expenditure, he progressed rapidly to leadership. Moreover, he has continued to invest liberally in publicity. Today, and for many years past, the competitor's business has been much the larger of the two. He "turned the corner" into profit-making first and has since made good money out of his venture. In fact, though several other companies in the same line have since invaded the American market, he easily holds the lead in volume and net earnings.

Looking back on this experience, the pioneer realizes that he started to cash in too soon. He knows now that when the tide began flowing his way was precisely the moment he should have put forth extra efforts. Thus his lead would have been secured to himself; he would have maintained the start he had in the early days, and the natural cashing-in process due to increased volume and repeating business would have paid him incalculably more than the course he adopted.

What a familiar "tang" there is to this story! After working long, the young man gets a fine job—and straightway sits back, cocks his feet on the desk and says: "What a lucky fellow I am! Guess I can take it easy for a while." The advertiser becomes very well known—through a good line of publicity—and promptly concludes that he has "arrived," can safely quit and "save" advertising money. The successful business man takes a long breath, quits work "forever," feeling that now he can afford to play.

The young man is asked to seek another job. The advertiser learns to his cost that the world has not set aside a permanent niche for his product. The man who quits

work dies. Each has overlooked a fundamental truth: That what is attained by effort must be maintained by more effort—that it is suicidal to kick out the ladder by which we climb.

Bethlehem Steel's "Statements to Congress" The Senate has passed a bill to appropriate \$11,000,000 to establish a Government armor plant, and the Bethlehem Steel Company is opposing it in a series of public statements addressed to the members of Congress. The company declares that it has \$7,000,000 invested in an armor plant; that the United States is its only customer, and that the plant equipment is useless for any other purpose. It offers to make armor for the United States for five years at a price of \$395 a ton—which is \$30 less than the Government has been paying—or to permit any reputable chartered accountant or the Federal Trade Commission to inventory the plant, estimate the cost of manufacture and fix a price which shall be fair to all concerned.

"This question," says the preliminary statement, signed by Chas. M. Schwab and Eugene G. Grace, "should, of course, be considered in the broadest way; not with special regard for the Bethlehem Steel Company, or any other private interest, but with supreme regard for adequate national defense and sound public policy.

"In order that all concerned may have the clearest, most concrete and definite information this company can give on this question, so important both to the nation and to itself, the Bethlehem Steel Company will issue a series of statements to Congress. Copies will be supplied to the press, to public officials and to anyone interested."

Thus another representative of "big business" signifies its belief that it is better to thrash out public questions in the open than to rely wholly upon the subtleties of the professional lobbyist. We do not doubt that the statements of the Bethlehem Steel Company will

be characterized as an "insidious attempt to undermine public opinion," but public opinion can pretty safely be trusted to judge in the long run whether it is being exploited or not. One thing is absolutely certain: the public is more inclined to trust the concern which makes its claims public than the one which appears mainly desirous to keep them under cover.

Some people may be disposed to regard the Bethlehem's activities as coming under the head of "press-agentism." But a more charitable view is to regard the present circularizing campaign as a first step toward real advertising. Many corporations have had a similar history. Standard Oil, now a large user of paid space, began in a still feebler way. Mr. Schwab, having courted publicity in this coy manner, and finding the consequences are more pleasurable than otherwise, may eventually decide to use the straight advertising columns of the newspapers on a pay-for-what-you-get basis. If so, we shall have no quarrel with the beginning. A child crawls first and learns to walk afterwards.

Pennsylvania R. R. Banishes the Term "Dining Cars"

On April 1st, the Pennsylvania Railroad discontinued the use of the name "dining car." All cars formerly known as "dining cars" are now called "restaurant cars."

The term "dining car" is a misnomer, as the word "dining" properly applies to a place to eat dinner. As breakfast and luncheon, as well as dinner, are served in the so-called "dining car," it is actually a "restaurant" car, and the Pennsylvania Railroad has decided to take the initiative in abolishing the misnomer and in giving the car its proper title.

This change marks the passing of a name that has been associated with first-class railroad travel for nearly thirty-four years. The first "dining car" was used on the Pennsylvania Railroad's "New York and Chicago Limited" in September, 1882. Previous to that date, through trains had been equipped with "hotel cars," which were sleeping cars with a kitchen or buffet in one end. "Hotel cars" were first used in November, 1878.

To Represent Boston "Journal"

Hasbrook, Story & Brooks, New York, are now representing the Boston Journal in the foreign field.

We Don't Because We Don't Have To and We Don't Have To Because We Don't

We don't sell the advertiser forced circulation because some things are more desirable than "a million."

We don't give premiums because our business is editing and publishing LIFE, with editorial merit which appeals to those who can afford to pay for it.

We don't publish milksop or puff editorials to please any particular race, creed or industry. LIFE'S readers are too keen to be fooled and their faith in LIFE is of vital value for the advertiser.

We don't make plates gratis or furnish copy for advertisers. Your advertising agent knows more about your advertising than we do.

We don't experiment. We think pretty well of our size, make-up, etc., and 'tis said "A wise man knows when he is doing well."

We don't do lots of things just because it's the custom. LIFE is different.

We don't know what the "Don't Number" of LIFE (May 4th) will be like. The editor says it's a secret.

Don't use the Don't Number if you don't want to tell the best people in the U. S. A. about your product.

Gee. Bec. Are.

LIFE'S Advertising Manager, 31st St., West, No. 17, New York
B. F. Provandie, Western Mgr., Marquette Bldg., 1537, Chicago

Member A. B. C.

YES--a Small

Agency. The more's the reason we can give you individual and conscientious service. And happily, our size does not limit our brain-ability or past unusual experience in selling and advertising.

Hugh M. Smith Co.
16
East
33d Street
New York
ADVERTISING
and
MERCHANDISING
COUNSEL

What I am—

My qualifications are a combination of ability, determination and ambition, plus training and experience. Successful in handling men and advertising—30 years old—married—American.

My experience—

Two years in the Advertising and Trade Service Departments of a large Publishing Company.

Three years as Advertising Manager and Assistant to Sales Manager, with one of the biggest Manufacturing Companies in the United States. Five years with a prominent National Advertising Agency as Manager of Service Department and later in the soliciting field.

What I am after—

A connection with an organization, whether manufacturer, publisher or agency, that needs somebody with a clear head and executive ability, and where I will have an opportunity to make myself an integral part of the business. New York City or vicinity preferred.

Interview requested—address
"A. B., Box 451, care of
PRINTERS' INK.

Bogie, Bogle and the Correct Use of Words

FLORENCE MANUFACTURING COMPANY
FLORENCE, MASS., Mar. 23, 1916.

Editor of PRINTERS' INK:

I have just been reading over my letter of March 9th as it appeared on page 47 of your March 16th issue. You will recall that the subject under discussion was a suggested joint advertising campaign for dentists and I wrote: "It will be seen that there are any number of sound arguments for the campaign as suggested. . . . Here is where the bogie of professional ethics enters, like the ghost of Banquo." I notice that you spell "bogie" as "bogie." Now, the correct word to use in this connection is "bogie." "Bogie" and "bogy" are derivations from the word "bogie."

All this was news to me until I got rummaging through the dictionary one day and have since remembered it.

LEWIS E. KINGMAN,
Adv. Mgr.

WHENEVER we attempt to seek out the roots of words or dig up their original forms or significance we are apt to find ourselves far afield—and the deeper we excavate the bigger grows the pile of debris. No wonder some of us get choked from time to time!

It is an interesting coincidence that our editorial, "The 'Bogie' of Overloading the Dealer," in our issue of March 9th, page 129, should bear even date with Mr. Kingman's letter, which we ran in our issue of March 16th, to which he refers.

Through the kindly aid of Dr. Frank H. Vizetelly, editor of the New Standard Dictionary, we find the following:

"*Bhogi* is Hindu for a jovial, jolly fellow, a person who enjoys anything. Possibly there may be some connection between the Colonel Bogey, who enjoys his game of golf, and this Hindu gentleman. This I derived from Forbes' Hindustani Dictionary.

"The nearest that I can get to it in Sanskrit is *bhogi*, which designates a king, a prince, the head man of a village, a barber, or a person who accumulates money for particular expenditure. This is from Monier Williams' Sanskrit English Dictionary.

"Farmer's Slang Dictionary, giving the spelling *bogy* or *bogey*, defines it as a landlord. Dr. Jo-

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seph Wright, in his English Dialect Dictionary, indicates that in the Yorkshire dialect the word means 'an absurdly dressed person.' He also gives the familiar meaning 'An object of terror, any supernatural appearance.' *Bogle* he treats as an apparition, a ghost, a hobgoblin, in fact, a flibbertigibbet, of which you will find a good definition in the Standard Dictionary.

"In provincial English this term is spelled *boggle*, and designates a ghost, a Scotch ghost, a specter. Welsh *bwg*, a goblin.

"According to the Scots Dialect Dictionary, a *bogie* means also a hobby, while *bogle* designates a game of hide and seek—this lends to a little bplay on the last ball in the game."

Webster, the Standard and the Century dictionaries give *bogie*, *bogey* and *bogy* as a goblin, bugbear, phantom, specter, hobgoblin and even scarecrow; but the seemingly preferred use of *boggle* and *bogle* (bogill, bugill, and—Welsh—*bwgwl*) as an intransitive verb: to stop or hesitate, as if suddenly frightened, or in doubt, or impeded by unforeseen difficulties; to take alarm; to exhibit hesitancy or indecision. Again, to do anything awkwardly or unskillfully. Finally, to play fast and loose, to dissemble. Verb transitive, to frighten (rare); to embarrass with difficulties; to bungle; to botch; to work in a clumsy manner.

So we get: "Dick at the door delivered words he had been boggling over," from Kipling's "Light That Failed." And the further kindred significance of bogus, a familiar word, is readily apparent.

Touching on the golfists' term, The Century Dictionary contains the following, wherein the word "par" is evidently used in its general, not its technical sense.

"Colonel Bogie (or 'Bogey') is an imaginary player to whom is assigned, by the committee in charge, a score against which the players have to play.

"The 'bogie' score usually represents par play over the green, and it is made known before the competition begins, so that each

The VOGUE in Paper and Illustration



Line
Etchings and
Ticonderoga Eggshell Paper
W. A. BROWN

"The Vogue in Paper and Illustration"

THIS booklet will be of unusual interest to every buyer of printing.

It shows how you can get away from the stereotyped, "ready made" style of illustration which characterizes many booklets and catalogs—how you can make your Direct-by-Mail Advertising more effective at no increase over your present production costs.

It also demonstrates the unusual printing qualities of Ticonderoga Eggshell Book paper.

Write today for your copy.



**TICONDEROGA
PULP & PAPER CO.**

Members of the
Paper Makers' Advertising Club

200 FIFTH AVENUE, NEW YORK CITY

Electrical Age

The only monthly covering the electrical industry as a whole.

A. B. C. Statement furnished

Refrigerating World

The journal which covers the ice, cold storage and mechanical refrigeration business in all its branches.

Sample copy on request.

Woolworth Bldg., New York, N. Y.



In addition to more than 7,000 motorcycle riders, are waiting for our Annual Spring Buying Number, which is published April 27th. This number has proven itself easily the best selling magazine for the cycle and parts advertiser. It makes the trade ONLY THAT BUYING IMPULSES.

Motorcycle Illustrated and The Bicycling World

Forms close sold April 22nd. Advertisers who send in copy early will be accorded the most favorable positions.

Send for advance copy of our three-color Spring Number Cover.

Motorcycle Illustrated
13 Park Row New York

Spring

competitor knows what he has to do at every hole. Each player counts his score at every hole, and if he holes out at that particular hole in fewer strokes, or in the same number, or in more than the appointed number, he wins, halves or loses to 'bogie,' as the case may be. At the end of the game the number of holes won from 'bogie' are placed against those lost to 'bogie,' and the player who is greatest number of holes up or fewest down wins the competition."

But it must ever be remembered that all authorities count for naught against usage. The significance which custom attaches to a word always rules. Language takes precedence over dictionaries. The choice of the people is the final authority, and from that choice, from their ruling, there is no appeal. Hence, even now, there is no authority for a soft "g" in the word; so if there is a decided leaning among golfists to the inflection *bojee*, such leaning only presages a use which will be backed by authority as soon as it becomes crystallized.

In the meantime the form *bogie*, as applied to the *bugbear* of professional ethics, touched upon by Mr. Kingman in his interesting letter of March 9th, should seem to have the preponderating weight of both authority and usage behind it, in that it enjoys much commoner currency than *bogle*.

—[Ed. PRINTERS' INK.]

To Direct Los Angeles Sales Managers' Work

The following officers have been elected by the Los Angeles Division of the International Sales Managers Association:

President, C. S. Hutson, Union Lithograph Company; First Vice-President, Wm. Henry, Pioneer Paper Company; Second Vice-President, F. E. Golding, Patten & Davies Lumber Company; Third Vice-President, H. S. Mason, Chanslor & Lyon Company; Secretary-Treasurer, J. W. Brown, Western Wholesale Drug Company. Directors: H. W. L. Gardiner, Curtis-Newhall Company; C. J. Walden, Simon Levi Company; H. G. White, Acme White Lead & Color Works; Will R. Forker, Moreland Motor Truck Company, and F. R. Feitshans, Los Angeles Desk Company.

Chileans Friendly Toward United States

"It would be exceptional to pick up a newspaper nowadays and not find one or more leading articles that deal in a favorable way with the United States," writes R. de F. Boomer, secretary to the commercial attaché at Santiago, Chile, in *Commerce Reports*. "Out of five pages of reading matter, yesterday's *Ultimas Noticias* had one entire page devoted to American affairs, in addition to numerous cablegrams dated from New York or Washington. Papers of the last few days have had articles on 'Chilean Paintings in the United States: How They Were Exhibited at San Francisco,' 'Booker T. Washington,' 'Chilean Music at the Scientific Congress,' 'How the Americans Build Roads,' 'American Mining Methods,' an illustrated page on the development of the Wanamaker stores, and many other shorter articles.

"The magazines and illustrated weeklies also show the North American influence. Many of their pictures and covers are reproduced from Northern periodicals. Fashion articles are translated from journals published in the United States, and, in fact, often form the major part of the material in the best local publications of that character. American styles have not, however, progressed very rapidly, Chilean women still preferring French models. The men are taking up a few American ideas, there being many who quite pride themselves on being dressed in 'American style.' This really means a great deal, as it carries with it much good will.

"Regarding the educational interest in the United States, much has already been written. The enthusiasm among local university students is considerable. Twenty students are known to have sailed to the United States during the past year, and the total number is probably much greater."

Sound Article, Says Higham

CHARLES F. HIGHAM, LTD.

LONDON, March 15, 1916.

Editor of PRINTERS' INK:

I have just finished reading an article on "Advertising to the British Public" in your issue of February 23, and thought you might care to know that in my judgment it is the soundest article I have ever read in any periodical on the subject mentioned.

The man knows exactly what he is talking about and any advertiser coming into this field who will follow his advice will save not only endless worry for himself but a very large amount of money. It is articles such as these that gives PRINTERS' INK its enviable position in American advertising, in my humble opinion.

C. F. HIGHAM.

Floyd T. Short, for many years Western representative of the Federal Advertising Agency, New York, has been elected a vice-president and director in charge of the Chicago office.

Only a Door Between

the finest of gardens and the finest of homes. The money that pays for both comes from the same pocket. The owner of the pocket splits his interest fifty-fifty between furnishing his garden and furnishing his home. We know the way to that door.

THE GARDEN MAGAZINE
Doubleday, Page & Co.
"Every Garden Means a Home."

**93% Increase
in Circulation!**
**47% Increase
in Advertising!!**

In just ten months' time—
There is a mighty good
reason for this.
Won't you let us tell it to
you?

Southern Woman's Magazine

R. L. BURCH, Publisher

Members of Audit Bureau of Circulations

NASHVILLE

EASTERN OFFICE

Flatiron Bldg., New York, N. Y.

LEE & WILLIAMSON, Managers
Telephone, Gramercy 976

WESTERN OFFICE

1323 Peoples Gas Bldg., Chicago, Ill.

COLE & FREER, Managers

Telephone, Harrison 2785

The Little Schoolmaster's Classroom

HENDRICKS and Slocum were lunching together a day or two ago, and, according to habit, discussing questions of the day.

"By the way," said Hendricks, "I have been thinking over this epidemic of 'thrift' advertising that is sweeping the country, and I wonder where it is going to lead us. I ran across a quotation from the *American Magazine* this morning, comparing the number of American savings accounts with those of Europeans, that upset some of my notions—here it is," and he handed the clipping across to Slocum. It ran this way:

	Savers per 1,000
United States	108
Italy	228
England	302
Germany	317
France	346
Sweden	386
Belgium	397
Switzerland	544

and, while Slocum looked it over, Hendricks continued:

"To begin with, I was astonished to find that France, Germany, and England ran so close together. I had thought that France was the thriftiest nation of all, and I should have guessed that England came much nearer to the United States in *un-thrift*. But that is not the main thought. What immediately occurred to me was the question as to what effect a more universal American thrift would have on American expenditure—whether an appreciable increase in thrift habits would be good for our manufacturing interests or detrimental to them? Of course, I know that if you put it to a banker, he will vote for thrift. If you say to him: 'Mr. Banker, there are 108 savers in every thousand of our population and 892 spenders. Which class, in your judgment, is on the right track?' he will immediately vote for the 108 savers and say that the tribe should increase. But I am not sure that manufacturers would vote the same way."

"Well, at first blush," replied Slocum, "I should incline to think that 'good spenders,' as we like to call them, would be best for the manufacturing interests; but this list makes me think of a few other points. To begin with, I feel sure that the average scale of living in England, Germany, France, and Belgium is on a higher plane than that of Italy. Maybe this is true of Sweden and Switzerland, also, but I do not feel so familiar with those countries. So it should naturally follow that the better livers, the more liberal spenders, are also the more consistent savers.

* * *

"But again, it seems to me that table is not conclusive in several other ways, for I think it can be shown that the French are more universally thrifty than any other people. Evidently they run less to plain savings accounts, but we know that they are heavy and persistent purchasers of *rentes*, the French government bonds. Those are preferred by the French because they yield better than savings-bank interest with security in which every Frenchman cherishes an abiding faith. *Rentes* are obtainable in every French hamlet, with the minimum of effort, in units so small that savers with a few francs can invest therein. This condition is largely applicable to Americans in that our people rarely go far with savings-bank accounts before they realize the much greater advantage of buying sound bonds. Americans are wide-awake savers when once they start and rapidly reach the point where they invest in securities which yield $4\frac{1}{2}$ per cent to 6 per cent, with ample safety in preference to taking the 3 per cent to 4 per cent of the savings banks. And you know that bonds bear interest continually—there are no periods of non-productiveness as occur in savings accounts. I question whether similar conditions prevail in any countries of Europe

Found Out! Found Out!

Yes, sir; advertisers have found out that GOOD HEALTH advertising space at present rates is "a mighty good buy"—and that the constantly increasing "net circulation" of GOOD HEALTH makes its advertising space an increasingly "good buy." "Rates going up?" Yes, sir; soon! Now—right now's the time to reserve space for next season's use. Send for a rate card to-day. No trouble to tell you all about our proposition. And—the knowledge can't hurt you; bullieve me!

J. Dwight Brewer
Advertising Manager

GOOD HEALTH

1804 W. Main St.
Battle Creek,
Mich.

RESULTS

How's Your Pulse?

Your business pulse is measured by the flow of money into the heart of your business. Don't handicap it by slow collections. This organization helps your credit-manager make collection a profitable and the smoothest department of your business. Complete in action—Haste in reporting—prompt in remitting. Nationally prominent concerns are clients. Ask for details.

Offices of BENJAMIN A. JAVITZ, ST. PAUL BUILDING, NEW YORK. N. Y.


\$5.00

SHOES for MEN

WE DO DEPEND upon style-appeal to win new friends for Ralstons, but we make every pair so good that your first pair will give you sufficient inducement for buying the second.

RALSTON HEALTH SHOEMAKERS
Brookton (Campello), Mass.

To DEALERS. This shoe is IN STOCK (No. 000) gun metal tal. Black Broadcloth top. Moulded shank. Appliance last.

Retails in 2500 good shops mostly at \$5, some styles at \$4, some at \$6. We'll be glad to send booklet.



*Your kind
of a Shoe*

GIBBONS Knows CANADA

An Opportunity

is desired by an energetic young man experienced in magazine work; possessing an ability to write. Now an Editor; wants bigger opening as assistant to an Editor or Advertising Manager. Further details and samples of work.

Address: "F.W." Box 447, Printers' Ink

PAUL BROWN
COMMERCIAL ARTIST
41 WASHINGTON AVE.
GARDEN CITY, L.I.



American Lithographic Co.

has an opening for a capable salesman, one who has had experience in the sale of printing or advertising space.

Splendid opportunity awaits a top-notch aggressive man with a good record.

Apply by letter only giving full particulars.

SALES VICE PRESIDENT,
AMERICAN LITHO. CO., N. Y.

Solicitor Wanted

A long established, well rated and progressive Boston Advertising Agency has an opening for a Solicitor who desires to establish himself in a permanent position.

An exceptional opportunity for an experienced business getter.

All communications absolutely confidential. Address

"RARE OPPORTUNITY"
Box 448 Care Printers' Ink

excepting France, allowance being made, of course, for much lower average interest all over Europe.

* * *

"But it seems to me that a vastly more important consideration is that of life insurance. Do you know that 25,000,000 Americans, 25 per cent of our people, carry life insurance? And do you know that life insurance is not only one splendid form of savings, but generally the avenue through which the young learn to save and begin to save? Figures on life insurance are not available at this time relative to European countries, except England, but well-posted life insurance men tell me that it is safe to say that every country on this list stands higher in life insurance than Italy. So here again is an argument in favor of the better savers as the better spenders. In England the figures for 1915 show \$5,980,000,000 of life insurance in force."

* * *

"That is mighty interesting," replied Hendricks; "but what of luxuries, what of jewelry and automobiles, for example? Where are the makers of articles of adornment and pleasure going to get distribution if our people more generally acquire habits of hoarding their pennies?"

"Why, that is precisely my idea," rejoined Slocum. "I think your contention starts from mistaken premises. I think Americans are savers already—hoarders is not the right word—maybe accumulators would be a better expression—and that therefore accumulators constitute a more stable dependence for our manufacturers than would a lot of reckless dissipators of wealth. The man who first buys life insurance; then acquires a home; then lays up some funds at interest, or at least discounts his bills, is the man who will buy an automobile and pay for it, and then have the money to keep it in repair and running. I think it is this kind of man who is buying automobiles and jewelry to-day; and that the more we encourage thrift, the easier we make accumulation, the

more stable the more universal will be the demand for all luxuries. And, of course, it then goes without saying that all other manufacturers will enjoy wider fields for distribution.

"In fact, I incline to the opinion that every American manufacturer has a distinct and exceedingly valuable stake in all campaigns for the promotion of thrift."

Now, if any of the class have ideas that agree or disagree with either Hendricks' or Slocum's, the Schoolmaster will be glad to see hands raised throughout the room.

* * *

The Schoolmaster is not with those who believe that form letters have outlived their usefulness. He believes in both form letters and personal letters—one for one use and the other for another. But there are times when surely it is a wise investment of time to write short personal letters rather than to continue solicitation by the printed-letter plan. An advertising agency that has interviewed its prospect and written special letters from time to time recently sent a printed form beginning, "We discussed your account in our semi-weekly conference this morning." As it is obvious that hundreds of similar letters were mailed, probably the only discussion that took place on each advertiser's account was the reading of a list of names of "accounts that ought to be ours."

We Want To Buy A Magazine

The publication must be a monthly and have at least 50,000 circulation among women. No brokers. A. A., Box 449, care Printers' Ink.

Lincoln Freie Presse

GERMAN WEEKLY
LINCOLN, NEB.

Takes the place of 280 County weeklies at 1-10 the cost. Great saving in bookkeeping, postage and electros. Rate, 35 cents.

Actual average circulation 133,992

Premium Specialties

International Premium Headquarters. Our biggest success, the No. 7 Dandy needle book, 90c in gross lots, sample sent postpaid 25c

S. BLAKE WILLSDEN

Heyworth Bldg.

Chicago

Wanted—An Advertising Manager

who will go out and get business himself in addition to organizing and mailing mail campaigns. This is a chance that means an assured future for the right man. An official position open with contingency of profit. The magazine known throughout the United States for 40 years is the leader in its special field.

"B. W.," Box 450, Printers' Ink.

Aggressive young man WANTED

to act as assistant to one of the American Lithographic Company's leading salesmen.

Splendid opportunity for energetic, ambitious, intelligent young man to learn the business and eventually become a well-paid salesman.

Other things being equal preference will be given to those having experience in advertising, printing or allied trades.

Apply by letter only giving full particulars.

SALES VICE PRESIDENT,
AMERICAN LITHO. CO., N. Y.

Big National Advertisers Use Columbia Lantern Slides

Because they get results
Because they are trade builders
Because they are perfect in workmanship

COLUMBIA SLIDE CO., 31 SOUTH FIFTH AVE.
CHICAGO

50,000
Retail
Merchants

Are Paid Subscribers Of The
MERCHANTS TRADE JOURNAL.
— At \$30 Per Year —

New York, Chicago, Boston,
Des Moines.

Classified Advertisements

BOOKLETS

Are wasted because written backwards; expensive because printed by old time methods. Ask on your letter head for samples. "Standard Booklets" written and priced right. THE DANDO CO., 40 S. 3rd St., Philadelphia, Pa.

BUSINESS OPPORTUNITIES

100% A YEAR

Would you consider investing \$25,000 on such a prospect? A new machine, protected by patents, offers very large possibilities in the hands of a good business man—already in use very successfully, but not yet put on the market commercially. Inventors have no capital to market it themselves. Full particulars by addressing Box 733, care P. I.

HAVE YOU

Youth, brains and a little capital? With all of these and personality added you may secure this opportunity to get in on the inside of the wonderful film industry in partnership with an acknowledged authority.

I have issued for seven months a trade publication which is succeeding. It is growing rapidly and surely. I am formulating a newspaper syndicate of film material.

I want an aggressive assistant with brains, personality and \$2000.00 to take up the remaining stock in a \$10,000 company.

I can get the capital alone but at a sacrifice I do not care to make. I can find brains alone but can't afford to pay for them at this time.

If you can satisfy me that you are qualified in every way, it will take only a few moments to satisfy yourself that you want this very unusual opportunity. Don't answer unless you are qualified in every particular. I'm busy. I'm doing four men's work now. That's why I'm advertising for an assistant who can really assist. Box 728, Printers' Ink.

FOR SALE

For Sale—Two Belknap rapid addressing machines, 110 V. D. C. motor and listing attachment, in first-class condition, used but a short time. Also three ten-drawer cabinets and thirty metal trays. Daily Local News Company, West Chester, Pa.

HELP WANTED

Large Advertising Agency in California needs high-grade Service Director. Must invest twenty-five hundred to prove he is not just seeking a California vacation. Splendid opportunity for hustler. Box 724, Printers' Ink.

ARTIST WANTED

Advertising Agency has good opening for a bright young artist who is good on figure work, lay-outs and hand-lettering, and who is willing to make small start until his value is demonstrated. Address EFFICIENCY, Box 726, P. I.

New agency, comprising men of long experience, well financed and equipped, seeks best Service Director and best Solicitor in the business. Expect to pay what such men command. Right men can, if they insist, secure financial interest in the business. Strictest precautions will be taken to protect confidence of applicants even in our own offices. Box 723, care Printers' Ink.

CORRESPONDENCE DEPARTMENT needs young man who can write good business English.

Work consists of following up salesmen, customers and prospects, to solicit orders, to get reports on samples submitted, to get opportunity to submit our goods, to get information on how goods are used, good will and thank you letters, and so forth.

Opportunity for man prepared thru similar work, one who can show a record of results, and for whom this is a step upward.

Address fully in confidence—Hilo Varnishes, 3 Gerry Street, Brooklyn, N. Y.

ADVERTISING SOLICITOR

for well-known, long-established Ohio agency. Must be a live wire, not afraid to work nor easily discouraged. Most liberal commissions, with moderate drawing account. Opportunity to become a part of firm will be given to man who makes good. Give full details in letter, which will be treated strictly confidential. Address "President," Box 722, care of PRINTERS' INK.

POSITIONS WANTED

WANTED—Position as Sales and Advertising Manager with manufacturer large machinery, 15 years' experience with one concern; age 33. State full particulars, approximate salary and future possibilities. Box 721, P. I.

Sales and Advertising Manager and Business Executive seeks connection with manufacturing concern. Resourceful, energetic, ambitious. Age 35, 12 years' experience. Salary secondary to opportunity. Box 706, Printers' Ink.

Young man, 20. Three years' adv. agency, one year engraving experience, desires good position. Familiar layouts, copy, cuts, etc.; handle responsible details; stenographer, typist. Box 735, P. I.

Woman of excellent business training, quick, intelligent above the average and capable of getting results, wants a position as office manager where ability counts. Box 727, care Printers' Ink.

\$100 per month gets \$200 advertising man as assistant in advertising dept. of manufacturer; reasons given; Michigan graduate (28), experienced, clean-cut. Box 731, care Printers' Ink.

Bright college-bred young man, 22, energetic and ambitious, seeks connection with good live, progressive concern. Eight years newspaper and advertising experience both in business and mechanical departments leading N. Y. C. newspapers. Seven years with former employer. Thoroughly familiar with all details clerical and general office work of advertising department. Good knowledge cuts, copywriting, layout, type matter, make-up, etc. Capable correspondent. Well recommended. Small salary to start provided there is opportunity for growth and advancement. Now employed. Box 730, Printers' Ink.

Mr. Publisher, In your advertising department, now

there is room for an aggressive young advertising man who *knows* the value of consistent publicity and is *able* to carry his conviction to a prospective clientele.

I am a college man, age 29, at present in charge of publicity and correspondence for a large New York exporting house, having held this position for the past three years. Previously I had an association of five years in both the advertising and reportorial departments of several well-known newspapers.

The desire for a field richer in *real* possibilities is solely responsible for this advertisement.—May I hear from you?

Address Box 732, Printers' Ink.

Assistant, or Advertising Manager

Seven years' intensive work, every form of advertising; age 28, single, seeks new connection. Good private reason for changing location; (now, Mgr., Service Dept., Publishing Co.)

Have you the opportunity? For ability, energy, and loyalty? Permanent connection desired—where results are in demand.

Southern locality strongly preferred.
Wish photo and particulars?

Address, Box 720, care of Printers' Ink.

Printer; practical man, executive ability, age 27, wishes to locate with good concern as buyer of printing and stationery with opportunity to advance in the advertising line. Salary no object. Box 729, Printers' Ink.

SALES CORRESPONDENT AND ADVERTISING MAN

Aggressive young executive (30); excellent education; six years' practical selling and advertising experience; trained to find and develop opportunities for building up good will and increasing sales through really *personal* letters, through strong selling plans and convincing sales literature; desires change. Box 735, care Printers' Ink.

Sales and Advertising Manager

At present holding responsible position as such in Middle West.

Seeks larger opportunities.

Thorough experience as sales and advertising executive. Mail order field.

Exceptional correspondent. Writer of resultful "copy."

Competent to take charge of a going department or organize a new one.

Age 33.

Would locate anywhere.

References of the first class.

Box 734, care Printers' Ink, New York.

PRESS CLIPPINGS

ROMEIKE'S PRESS CLIPPING BUREAU, 106-110 Seventh Avenue, New York City, sends newspaper clippings on any subject in which you may be interested. Most reliable bureau. Write for circular and terms.

PUBLISHING BUSINESS OPPORTUNITIES

TRUSTEE'S SALE

of a modern, up-to-date printing and book-binding establishment.

By virtue of authority vested in the undersigned trustee under a certain deed of trust, executed by the Dulaney-Boatwright Company, Incorporated, July 31, 1915, and duly recorded in Lynchburg Clerk's Office, I will offer for sale at Public Auction on the premises on

Saturday, April 22nd, 1916,
at 11 o'clock A.M.

all of the plant, machinery, merchandise, office furniture, supplies, and property of every description conveyed to me under said deed from the Dulaney-Boatwright Company, Inc., located in the building No. 810-812 Church Street, Lynchburg, Va.

An inventory and any information desired can be had from the undersigned trustee at the office any day before the date of sale.

This is an unusual opportunity for someone wishing to purchase a modern, up-to-date and complete printing plant with an established business.

TERMS: CASH.

G. M. ALEXANDER,
Trustee.

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TRIBUNE LAND



OVER
600,000 TRIBUNES
ARE SOLD EVERY SUNDAY
IN THIS TERRITORY

**THIS IS A GREATER DENSITY OF
CIRCULATION THAN ANY PUBLICATION
HAS IN ANY SECTION OF THE COUNTRY**

That Is Why The Tribune Is The Most Productive
Advertising Medium In The World
The Chicago Tribune THE WORLD'S OLDEST
NEWSPAPER